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THE COMPTROLLER'S CORNER

TOP DOLLAR

TOP DOLLAR 95 was an overwhelming success, and this issue of *The Air Force Comptroller* is dedicated to that event, to the outstanding men and women who worked so hard to make it a success, and to the 11 teams who made their way to the Air Force competition. The objective of TOP DOLLAR is simply to prepare our people to work and survive in combat. The ever-increasing proficiency of our airmen with each succeeding competition, their enthusiasm, and their feedback after being deployed to real world contingencies is proof that we are on the right path.

To wrap up TOP DOLLAR 95, I want to recognize everyone who supported this year's competition. In particular, I want to thank Air Mobility Command and Fairchild Air Force Base for hosting this year's event. It was first class all the way. I also want to thank contracting for joining with us and helping make TOP DOLLAR 95 the best training exercise ever. Also I want to recognize the support we received from *Air Force News* and *Combat Camera*. Not only did they exercise their deployment capability but they also provided professional media coverage. Last, but certainly not least, we could not have put together a successful training exercise of this magnitude without the Civil Engineer, Medical, Security Police, Disaster Preparedness, and Personnel communities. I thank these activities for their valuable support.

Now that TOP DOLLAR 95 is over, it's time to look toward TOP DOLLAR 96, which will be hosted by Air Education and Training Command. We hope to build an even stronger partnership with the contracting community and add even more realism to our training scenarios. In addition, we are looking at the best way to tailor both the Air Force and MAJCOM competitions to minimize our workload and our costs while at the same time getting maximum training for our people. The first step toward that end is the decision to hold future Air Force competitions biennially after TOP DOLLAR 96.

Having personally attended the finals of both TOP DOLLAR competitions, I can tell you that this program is a success story for the Air Force Financial Management community. We are proud to share this experience with you in this special edition of *The Air Force Comptroller*.

A handwritten signature in cursive script that reads "Robert F. Hale".

ROBERT F. HALE

Assistant Secretary of the Air Force
(Financial Management and Comptroller)

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Ms Gloria R. Jaskiewicz
Editor

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The TOP DOLLAR Experience



by Captain Robin B. Hinote

and

Chief Master Sergeant Diane Stewart

A hardy congratulation to **TEAM AFSPC** (Peterson) for winning the **Air Force 1995 TOP DOLLAR Competition** at Fairchild AFB WA. Another congratulation to all the MAJCOM teams who participated. All are winners for making it to the Air Force level of competition, receiving the finest training in the comptroller and contracting career fields today.

Team Peterson began the year like many other TOP DOLLAR teams. In January 1995, the team members were selected. Together they established a schedule for training, which at many times was after normal duty hours. It's a sacrifice many teams made to attain the level of proficiency needed to be competitive. All team members possessed a personal desire to be the best in their job.

The team members never knew when the call would come for them to deploy for the AFSPC TOP DOLLAR competition. Training continued according to the team's schedule to keep them prepared and ready at a moment's notice. Months passed until the call came in May to deploy to **Batman, Turkey** (US

Air Force Academy). Team Peterson responded and competed against four other AFSPC bases, US Air Force Academy, and AFSOC. Team Peterson's hard training paid off as they excelled over a highly competitive field of teams.

Team Peterson was now **Team AFSPC** and realized they still had a great deal of training to accomplish in preparation for the invitation to the AETC TOP DOLLAR competition in August 1995—the next step in their path to the Air Force competition. However, in June 1995 the team had a major set back. One of their teammates, SrA Sabrina Mysterka, was killed in an unusual vehicle accident while four-wheeling in the Colorado mountains. Her loss hit the team hard, but it brought them closer together as a team. They were committed to go the limit and win at Air Force level in honor of their fallen comrade.

Competition at AETC was keen, and **Team AFSPC** appreciated the opportunity to participate in a second competition. The team realized their weak areas and hit the ground running when they returned from the AETC

competition. Training was concentrated and increased to eight-hour days until time to depart for Fairchild and compete at the Air Force level. **Team AFSPC** was prepared and confident they would finish well. And finish well they did—the **Best TOP DOLLAR Team** in the **United States Air Force**.

Looking back at both competitions, **Team AFSPC** developed as a team under the most austere weather conditions—in Colorado in May under snow, rain, wind, and below freezing conditions and in San Antonio in August under the sweltering heat of 100 plus temperatures. The team endured these severe weather conditions while learning how to live and work together under mentally stressful conditions as well as in a tent city environment eating those delicious (awful) MREs. These stressful conditions, physical and mental, helped mold these individuals into a team and represented many of the conditions a real-world deployment might bring.

TOP DOLLAR has paid dividends to the comptroller and contracting communities by preparing them for real-world

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contingencies. Training is the key, not the competition, but both work hand-in-hand and are important to the entire program. Preparation for competition requires the teams to sacrifice time, energy, and resources. They dig into the regulations, develop real-world scenarios and practice for the unknown whether job, physical, or safety / injury related. Training develops the skill levels needed to endure a sustained deployment supporting a contingency. Competition applies the training the teams worked so hard to develop and provides the recognition they so richly deserve.

TOP DOLLAR provides three things which help individuals put aside their personal interests and strive to serve the organization: developing functional skills, fostering teamwork, and instilling camaraderie. It also develops a

Preparation for competition requires the teams to sacrifice time, energy, and resources.

positive attitude and gives personnel the confidence to endure a challenging work environment. These are attributes which everyone can use to do their job better and more efficiently and even have fun while they're doing it.

Even a fine program such as TOP DOLLAR can be improved. A central site for all MAJCOMs to hold their competitions would save thousands of man-hours and relieve the burdensome task of providing the on-site logistical support which is critical to a successful competition. Besides the central

site, the staff required to support a competition can be reduced significantly using evaluators as role players. To continue TOP DOLLAR the Air Force needs to refine the logistical aspects of providing the training while decreasing the manpower costs.

As we close another TOP DOLLAR year, AFSPC salutes all those involved with the TOP DOLLAR program. This is the best functional training program we have seen in over 20 years of service. We are proud to have been a part of TOP DOLLAR and hope the process will continue to improve and provide comptroller and contracting personnel the level of training needed to support their commanders when the call comes. **Team AFSPC**, you have persevered and as one of your teammates eloquently stated at the awards banquet, *Mission Accomplished!*

TOP DOLLAR! HOOAH!



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About the Authors

Capt Robin B. Hinote is the Chief, Financial Services Branch, HQ AFSPC, Peterson AFB CO. He has participated in eight TOP DOLLAR competitions including the 1994 and 1995 competitions. He has served as a role player and evaluator and directed two AFSPC competitions. Capt Hinote is a Major Select and has PCSed to the DFAS Orlando OPLOC as the Chief, Vendor Pay and Travel Division. Capt Hinote is a member of ASMC.



No Photo Available

CMSgt Diane Stewart is the Superintendent, Financial Services Branch, HQ AFSPC, Peterson AFB CO. She has participated in nine TOP DOLLAR competitions including the 1994 and 1995 competitions. CMSgt Stewart has served as a role player, evaluator, and assistant director for two AFSPC competitions. CMS Stewart is a member of ASMC.



What TOP DOLLAR Means to Me

by Master Sergeant Richard B. Dale, Jr.

Training—Take advantage of the best training the Air Force has to offer in this career field. Not only will you learn about mobility and contingency operations, you will learn a lot about all of financial management and yourself.

Oppportunity—The best opportunity to learn things you didn't know, things you thought you knew, things you never thought you needed to know, and things you never wanted to know in the first place.

People—People do our job. Machines and computers don't do our job, we do. People are still our most valuable resource, and we should not deploy them without training them. It is hard enough to be deployed and separated from your family and friends without the added burden, frustration, and fear of not knowing how to do your job.

Diligence—Don't take this training for granted, take it seriously. The more time and effort you put into the program, the more successful it will be. Don't approach this as something you have to do, but as something you want to do. The benefits you receive will be astounding.

Organize—Organize early. Determine what your strengths and weaknesses are. Develop a plan to build on your strengths and improve your weaknesses. Make your training program as realistic as possible. Don't settle for just knowing something about a particular subject, learn as much as you can. Network with other bases and commands to find out what they are doing right and wrong.

Learn—Remember, this is a training program first and a competition second. The competition only determines knowledge levels. The more you know, the more competitive you will be. The real benefit is not what trophies you have earned, but what knowledge you have received.

Laugh—Have fun and enjoy yourself. Don't take this program so seriously that you don't enjoy it. Build some fun time into your training program. Have fun while you learn and the learning process won't seem so bad.

Attitude—Be positive. This can be the most rewarding time you spend in the Air Force. Look upon this as truly an opportunity to excel beyond your expectations. A positive attitude is a tremendous asset while you are doing something that seems less than enjoyable. A positive attitude can lift a team to a level it didn't think possible.

Real World—Remember at all times why you are doing this. This program was developed to help us do our job better both here and in a contingency environment. How well we do our job training people will be directly reflected in how well our people work and survive while deployed.



TOP DOLLAR

Team Air Combat Command

by Master Sergeant Richard B. Dale, Jr.

TOP DOLLAR. Just mentioning the words normally receives one of two responses. People either love it or they hate it. Me, I love it. I have just completed the most rewarding and enjoyable year of my eighteen-year career. I had the good fortune of being the Team Chief for the Team Langley TOP DOLLAR team. Never in my career have I worked as hard and received as much enjoyment as I have over the past year. Was it all fun? No. Did I enjoy every minute? No. Nevertheless, I truly enjoyed it. I learned more in the past year than I did in the previous seventeen years.

I volunteered to be the team chief in November 1994. I really didn't know what I was getting myself into, but it sounded like a good idea at the time. Within a month I had five other volunteers and one draftee. Starting the first part of January, we started training together. We worked on our physical conditioning and spent very little time in the classroom for the first month. I developed a training schedule and starting in February we began our classroom training along with our physical conditioning. I soon realized I didn't know as much as I thought I did and after talking to the team, they felt the same way about themselves. We started taking our classroom time more seriously and began working a lot harder to reduce our weaknesses.

As we spent more time together, our cohesiveness as a team began to build. We began thinking of ourselves as a team and not as individuals. We began to rely on each other more and more. Each of us brought something different to the team. Some people brought a great amount of job knowledge. Others brought a lot of knowledge about other important subjects. Each of us recognized our own weaknesses and strengths, and we worked together to improve those weaknesses and build on our strengths. We began to accept each other and realized we would go a lot farther if we worked together as a team.

Somewhere along this time frame it was decided to add contracting to the TOP DOLLAR picture. For us, this happened about 3 weeks prior to our first competition. We were not expecting this and literally were surprised at the news. Later that same day we met our contracting counterparts for the first time. We provided them a copy of our training schedule and welcomed them to the team. Within days they blended right into our team, and it felt as if we had been training together for a long time. **Team Langley** (with emphasis on team) was born.



We accomplished a lot together as a team this year. We won the **Ninth Air Force** and **Air Combat Command** competitions. We finished second to Air Force Space Command at the Air Force competition. We worked hard together, we had fun together, we won together, and we lost together. We were, and are, a team. I think we proved what most people have believed for a long time; Contracting and Financial Services personnel should work and train together to meet the needs of their base, their command, and our Air Force.





Training at the *Tip of the Sword*

by Master Sergeant John C. De Leo

Nowhere is **TOP DOLLAR** training more important than here in Europe at the *Tip of the Sword*. With ongoing conflicts in Bosnia, Africa, and the Middle East, our real world contingencies and deployments have risen dramatically. In 1990, USAFE had only 18 percent of its force deployed. However, over 65 percent of USAFE's personnel deployed during 1995. These contingencies place comptroller and contracting personnel directly in harms way.

Another year has passed and we completed a successful chapter in the USAFE TOP DOLLAR Program. The TOP DOLLAR training program is the cornerstone of our efforts to ensure our financial management and contracting personnel are ready for deployment.

The collective efforts of many individuals made the 1995 USAFE TOP DOLLAR Competition a huge success. The six remaining main operating bases (MOB): Lakenheath, Mildenhall, Spangdahlem, Ramstein, Aviano, and Incirlik had five-member comptroller teams and contracting sent five two-person teams from Rhine Ordinance Barracks (Team 1), Rhine Ordinance Barracks (Team 2), Aviano, Spangdahlem,

and RAF Feltwell. The competition included over 90 financial scenarios and 40 contracting scenarios. Role players for realism and evaluators gave teams immediate feedback—a necessity for enhanced training. Teams were tested in physical fitness, buddy care, disaster preparedness, OPSEC/COMSEC, and marksmanship. The overwhelming determination and performance of this year's competitors can be summed up in one word "character." From Day 1 you could feel the energy and enthusiasm building to an incredible level. The teams were focused, you could see it in their eyes, nothing was going to stand in their way. The competitive spirit that hides in everyone came roaring out like a runaway locomotive.

By Day 2 it was time for the firing range and obstacle course, at the US Army's Coleman Barracks in Mannheim. As an added challenge, teams were forced to shoot that morning in the rain and by afternoon they were caught in the middle of a torrential downpour. The confidence course was washed out, so competitors reverted to a backup physical conditioning plan which proved more grueling than the confidence course itself, with a mile and a half run through muddy trails and thick brush in the pouring rain. The teams met the challenge and all completed this test of wills.

During Day 3, teams experienced a barrage of scenarios and, of course, the mother of all chemical attacks. The camp was overcome with over twenty explosions filling their entire area with thick black, purple, and green smoke. The teams responded in outstanding fashion, donning chemical gear and accomplishing all the necessary disaster preparedness actions.

Day 4 brought more scenarios and the last big hurdle of the competition, the "Mass Casualty" exercise. While 10 victims lay bloody from a devastating bus accident, teams performed first aid/buddy care while awaiting the arrival of competent medical personnel.

On Day 5, the competition ended with camp cleanup and the awards banquet. The competition was extremely close but when the "chemical" dust settled the winners were the Aviano comptroller team and the Rhine Ordinance Barracks (Team 1). The 1995 competition brought the total FM/LG people trained in USAFE under TOP DOLLAR to over 350.

We are extremely proud of all the accomplishments and especially of the results and dedicated efforts of those who competed at the Air Force competition. The USAFE team comprised of Aviano and Rhine Ordinance Barracks won "Best Composite Team." We in USAFE are enthusiastic about the future of TOP DOLLAR and are preparing for our 1996 TOP DOLLAR Competition. TOP DOLLAR is vital; it's a must!

TOP DOLLAR

Makes

Cents

by Senior Master Sergeant Wendy Colestock

It was probably the best training we'll ever receive, said Senior Airman Robert Laufer, a TOP DOLLAR participant representing Headquarters Air Force Special Operations Command, 16 Special Operations Wing, Hurlburt Field, Florida. TOP DOLLAR is the Air Force's comptroller and contracting worldwide bare-base field training exercise that promotes teamwork and esprit de corps.

The goal is to continue training finance, accounting, and contracting troops in a wartime mission. Team AFSOC's reactions from the second generation of Air Force TOP DOLLAR echoed the comments from the first generation:

If I were to be deployed right now and had to go overseas to pay vendors, I wouldn't be afraid to do it, said Senior Airman Laufer.

Being actually deployed to Saudi Arabia was easier, said Staff Sergeant Michael Stewart.

The whole point is dealing with things we don't normally experience, said Technical Sergeant Peter Colasante. TOP DOLLAR prepares us to handle diverse situations in the future.

While the team that finished first came better prepared, the team that finished eleventh has now learned so much, said Technical Sergeant Margie Lewis.

Master Sergeant Carl Ledford said, it's not just your specialty knowledge that is tested, but your overall military skills as well, including physical and psychological skills.

It's great to hear such comments and see a new level of confidence in our troops as a result of this level of training. Staff Sergeant Michael Stewart said, *every team benefited from the training; you're going to learn something whether you placed first or last.* Let's also think of the benefits it's given to our customers as well. TOP DOLLAR makes CENTS!



TOP DOLLAR and the Air Force Reserve



by Mr John G. McLaughlin

The AFRES Comptroller Reserves stand ready with over 230 personnel to participate in today's world events. Through TOP DOLLAR our monthly weekend drills and two-week annual tour training programs have been complemented and expanded. Two changes took place as our teams prepared and participated in the Air Force TOP DOLLAR competition. First, their skill levels increased as they performed scenarios. Second, and most important, confidence and trust were established among the teams. This attitude adjustment will foster them and the Air Force beyond any technical changes. With that in mind, the next paragraphs provide viewpoints from this year's AFRES TOP DOLLAR team members.

1Lt Joel Ridenour: What can I say about TOP DOLLAR? It was an intense week that I wouldn't have missed for the world and that everyone in acquisition and financial management should experience first hand. Would I like to change what my team and I did? Absolutely, that's what a learning experience is all about, assessing current strengths and taking advantage of areas of opportunities. I am extremely

proud of how the team performed. We took our limited experience, our newness to our jobs and to each other; and we persevered through spirit alone. Through adverse climate, strange living conditions, injury, pressure, and problem after problem, the team never gave up and pushed through to the end. We frequently lost sight of what we were doing, but we continued nevertheless. In the end, the POW training brought everything we did that week to a closure. We may not have won the competition, but we demonstrated to ourselves that we could accomplish the mission if called upon, and would do so willingly. This TOP DOLLAR competition, stripped of all the dogs and ponies, really was the best training for real-war scenarios that I have experienced.

MSgt Paul J. Thompson: TOP DOLLAR is quite an experience! It is definitely training that every individual assigned to Finance and Contracting should be required to attend as a team member. All of the training we received at TOP DOLLAR was very realistic. It proved that Team AFRES was indeed ready if we were called upon tomorrow to deploy anywhere. Probably the most interesting training

scenario was the POW situation. Quite often we take for granted the freedoms that we have. It (POW training) was very realistic and made you realize that there is always the chance that you could lose those freedoms in a hostile area. Teamwork is a requisite for winning at TOP DOLLAR. We worked well as a team. I feel that additional training and preparation prior to the competition would have added to the cohesion.

TSgt Chris Neilsen: This was an outstanding learning experience. It provided excellent hands-on opportunities for me. I found the other team members to be thoroughly professional and capable. TOP DOLLAR has given me a sense of what I could do for the Air Force. The first thing that hit me as I was training for TOP DOLLAR was that the competition requirements did not disappear. In spite of the urgency of the situation, competition must still be solicited, and most of the procurement laws must still be followed. Also, the culture will dictate how I interact with the foreign vendors. The role players did an excellent job—it was up to me to establish a rapport with the vendors. Also of great importance was the teamwork of AFRES. The dedication of the

members was inspiring—they deserve special recognition for their tireless devotion to the mission.

TSgt Belinda M. Carter: TOP DOLLAR is truly an experience of a lifetime. I would encourage AFRES to continue having these competitions because everyone should compete at least once. TOP DOLLAR prepares you mentally and physically for a wartime situation. This is by far the best contingency-type training. I definitely would like to continue working with TOP DOLLAR competitions because there are ideas I would like to share in improving the preparation for it.

SSgt James F. Bynum: Although we did not win, the TOP DOLLAR experience and lessons learned greatly contributed to my professional military career in finance. I would like to take this opportunity to address three areas that are important to achieving a winning team.

Preparation for both command and worldwide TOP DOLLAR is the most critical. Second, **attitude** becomes the key to holding the (best laid) plans together. Last, **support** (from command and unit members) is the shelter that sustains it all. After looking at the whole experience of TOP DOLLAR (earlier competitions and months of preparation for the final), I am glad I participated. It made me take a closer look at why I joined the Reserves.

SSgt Maxmillian S. Diah: As a contracting specialist I had the good fortune of participating as a member of the AFRES team. The program provided training that was invaluable, much needed, and long awaited. In addition, life-lasting and possible life-saving lessons were learned about preparation, teamwork, and self-confidence. TOP DOLLAR brought to light the absolute necessity of good preparation for deployments, whether hostile or humanitarian.

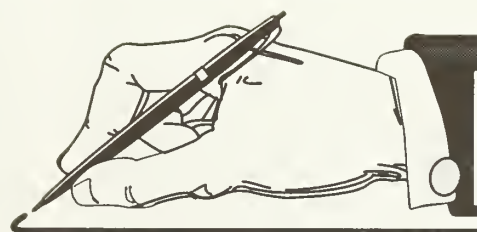
It was undoubtedly the great teamwork displayed by Team AFRES that made me proud to be a part of the **United States Air Force Reserve**. If nothing else was learned, it was clear that humility and reliance on the capabilities of one's teammates were necessary to get the job done and meet mission requirements. TOP DOLLAR training brought out the fact that each and everyone is capable of doing a lot more than we believe. There is nothing more significant and worthwhile than having been made to endure some resistance training, compliments of Fairchild AFB Survival School instructors. Overall TOP DOLLAR 95 provided by far the best and most useful training I have received in six years of military service. This is definitely a band wagon I would like to see AFRES hop onto and take full advantage of.

I wish all the luck and success to the next **Team AFRES**.



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Best Author October Issue



First Place

Some Thoughts on Integrity
by Lieutenant Colonel Roger A. Bick

Second Place

Funds Control and Distribution Process
by Ms Helen P. Wong



An AFMC View of TOP DOLLAR



by Chief Master Sergeant David Babcock

Participating in TOP DOLLAR rejuvenates my pride in comptrollership and the Air Force, as well as reinforces the great respect I developed for the contracting community since my deployment to Saudi Arabia. As I talked with the competitors, other evaluators, and role players, I was truly impressed with the training, skills, and commitment these combat comptrollers and contracting officers brought to our warfighting Air Force mission.

Of these three traits, the first two wouldn't happen without commitment—and make no mistake, the Air Force is committed to TOP DOLLAR. We've committed hundreds of thousands of dollars both in our budget and in our resources toward this program. The very best people from the commands support each other in an effort to provide you the most realistic and challenging training ever—as was evidenced by the hard work of folks from every MAJCOM and many FOAs that made the second annual TOP DOLLAR competition the great success it was.

What TOP DOLLAR has driven home to me, though, is that comptrollers and contracting officers have the same basic requirements as pilots—to train for or conduct operations in **direct** support of the mission. We all are required to have the physical and mental capacity to successfully accomplish those situations arising in an operational environment. Warfighting commanders now realize the value of, and no longer deploy without, finance and contracting support. You have come from a *home base supporting* role to *front-line direct* mission support role. Whether we're pilots, comptrollers or contracting, we must all train for the worst and hope for the best. Exercises such as **RED FLAG** and **WILLIAM TELL** provide this training for pilots, and **TOP DOLLAR** provides similar outstanding training to you. And why is this training vitally important? So when our country calls upon us to deliver—we'll be ready!

This is why the Air Force places such a high priority on TOP DOLLAR! It's a priority because **DESERT STORM** and similar contingency operations led to several monetary losses and illegal expenditures that didn't present our best image to the American taxpayer and didn't support the deployed commander's needs. We soon realized that, just as we wouldn't

send a pilot into a war zone without the proper skills, we were wrong to send you into a war zone without the unique skills required by such an operation. It was then we truly committed ourselves to providing you the kind of training that makes you combat ready and combat tough! Just as the fighter pilot is made tough through challenging combat training missions, the 100 warfighting scenarios and rigorous general military skills scenarios we put you through were clearly designed to make you combat tough. The Air Force, and particularly AFMC, are committed to deploying highly trained and highly qualified comptrollers who meet the needs of our country and warfighting commanders worldwide.

For those who participated, your personal commitment was inspirational as well. Now I know all of you weren't fully committed to this thing called TOP DOLLAR at first, but what obviously happened somewhere along the line is each of you made a commitment to do what it takes to be the best TOP DOLLAR team possible. I don't know if it was 8 months ago, 2 months ago, or during your most recent competition, but your commitment is definitely there. The commitment never to give up, the willpower to make it through the long days we put you

through, and still give the late hour scenarios your full and best effort, was impressive. And while each team came in with different levels of expertise in budget, accounting, pay, commercial services, or contracting, your commitment and professionalism turned out to be a great equalizer, because the competition was extremely tough and extremely close.

Competition makes you combat tough only if you're truly challenged—and from what I learned during the competition, TOP DOLLAR definitely challenges you. The challenges you all faced set a new standard, a new definition, for the word *challenge*. Opening up foreign bank accounts, negotiating with foreign vendors, handling foreign currency, accounting for things that are bartered for, dealing with unfit food and water, captured currency, money found on those killed in action, working with our NATO Allies, paying for runway improvements, even dealing with a robbery, are all warfighting skills that kept you challenged. Then you had military skill challenges such as shooting the 9MM through a very unique course of fire, providing first aid to those suffering a myriad of injuries, and then negotiating a confidence course. Yes—you set a new standard for the word *challenged*.

And though it was rough, when I spoke with many of you, there was a common thread that permeated our conversation—that TOP DOLLAR was the best training program you've ever been through. Comments like *I learned more in 4 days than I could have learned in 4 months* attest to the type of quality training you received during the TOP DOLLAR competition. And training is the key! In our new world, people expect us to win quickly, decisively, and with few casualties. To accomplish this, we train intensely to live up to their

expectations. But whether you're a pilot or a comptroller, each of you know that training alone isn't good enough to be the best. You just don't know how good your training really is until you put it to the test. Competition provides that test! Now there are those who question whether a TOP DOLLAR competition is really worth it. Well, I'm here to say—yes it is! Let me sum up what I've learned from others, and personally experienced, about why we compete!

We compete because competition breeds excellence. Beyond a doubt, TOP DOLLAR is one of the most competitive environments I've ever seen. Competitive training provides a level of experience which has real value. Every hour you spent in the hooch adds to your chances of walking away from the contingency operations a winner! Experience, having really gone through it means everything!

We compete because until we do, we'll never know how good we really are, and under competition, we always do better than we expect. If I'd asked any one of you eight months ago if you could've done then what you accomplished at TOP DOLLAR, you probably would have said *No!* You really pushed yourselves to meet the challenges we presented. In my mind, the fact that you accepted the TOP DOLLAR challenge is what makes you all winners. The only losers are those who didn't take the challenge, the ones who didn't want to compete.

We compete because competition makes us feel good about who we are and what we do. As military members of a comptroller and contracting world that is largely civilian, especially in our command, competitions like TOP DOLLAR reinforce the military nature of our business—drive home the point why we wear the blue uniform—and make us

feel good about our unique ability to deploy and contribute to the success of the overall mission.

We compete because competition is a great teacher. TOP DOLLAR is a laboratory that teaches us better comptrollership, better ways to utilize our equipment and our skills—and most importantly, it teaches us where we need to improve. We learned what we did right, and what we did wrong—and what we learn benefits everyone!

And finally, we compete to find out who is really the best of the best! Every TOP DOLLAR team is comprised of winners. They were the best from their units, but there are those who, under the conditions of TOP DOLLAR, were just a little bit better than the rest of the best. Space Command was the best—and we honor their excellence. Congratulations to the outstanding people on this great team!

Every person who participated in any TOP DOLLAR should take back to their bases not only their freshly honed skills, but that competitive edge I saw throughout each competition. Share it with your coworkers. Stay focused on your primary military task—to be the best combat comptroller or contracting officer possible. The spirit among you all is infectious—and that's what makes the difference. *It isn't enough to fight, General George Marshall once said, it's the spirit we bring to the fight that makes us win.* I've seen a lot of spirit, competitive spirit, in all the TOP DOLLAR competitions I've attended, and that makes me both proud and honored to have been associated with everyone involved—but especially to two teams I was honored to know more personally—my own AFMC team from Eglin AFB FL and the AFSOC team for whom I was proud to be the team host for at the Air Force competition.





Air National Guard— TOP DOLLAR 1995

by Master Sergeant Jerry L. Ogden



1995 ANG TOP DOLLAR Team



Role Playing



We Salute You!

Whew! It's over. This was the thought of many of the members that participated in the 1995 TOP DOLLAR training program.

Although there were sighs of relief after the competition, tension was still high. Who won? How did we do? All four teams, 123rd Air Wing, Louisville KY, 163rd Air Refueling Group, March AFB CA, 143rd Airlift Group, North Kingstown RI, and the 139th Airlift Group, St Joseph MO, were waiting for these questions to be answered. They knew just by competing they were all winners, but **one team** was going to be chosen to compete in the 1995 Air Force Top Dollar competition. All were hoping it would be them.

While suspense was building, teams began to pack their LOGDET kits and prepare for the awards presentation to be held that night.

Preparation for the competition is not an easy task. The team members started as early as a year before the actual competition. Building the LOGDET kit, practicing scenarios, and reviewing regulations are only a few of the preparations needed to meet the requirements for the competition. In addition to their normal duties, team members must be knowledgeable in other areas of financial management to be able to assist their coworkers. This requires additional training and dedication. Members must be willing to devote much of their personal time to learn these areas. This versatility and devotion is the heart of a *Team*. The team with this make up normally proves to be the best of the best.

Many times the comment is made that Guard members don't work certain areas in finance on a day-to-day basis. How can we compete with our Active Duty counterparts? These questions were answered in the previous paragraph. Dedication and devotion. Remember, when we are deployed, we are expected to perform the same job as our Active Duty counterparts.

The 1995 ANG TOP DOLLAR teams proved we, the Air National Guard, can perform the same job as our counterparts. Their dedication and devotion are among the highest in the Air National Guard. This is what makes all four teams winners.

Speaking of winners. Teams are gathered at the awards presentation anxiously awaiting the announcement of this year's winner. The speaker announces—*This year's Air National Guard Top Dollar winner is—the 163rd Air Refueling Group, March AFB CA.* Congratulations with handshakes and pats on the back were given. So ended the 1995 ANG TOP DOLLAR competition.



TOP DOLLAR—

The Rest of the Story

by Lieutenant Colonel Sandra Gatlin

TOP DOLLAR—No, it is not the price that the Air Force pays when buying supplies and services. Rather, TOP DOLLAR is a unique and dynamic training exercise/competition involving deployed, integrated teams of comptroller and contracting personnel.

This was the first year that contracting joined the comptrollers in a TOP DOLLAR team training exercise. As the Secretariat Contracting TOP DOLLAR point of contact, I am speaking on behalf of the community. TOP DOLLAR is the best thing that could have happened to us! Although it was a major feat for us to come on board in a short period of time. . .the timing could not have been better. We are glad we did it in 1995. We know why it is not something you can describe. When we first heard of the program, some were excited about the concept, yet others were apprehensive. And the comptrollers kept reminding us during every stage of our apprehension that *you have to experience TOP DOLLAR for yourself, or you will not understand*. We could not understand why you were making such a big deal about this training experience. Six months have passed and we have it—it's the pride, energy, and spirit you feel, in conjunction with the training we received in our disciplines.

Our first year of planning and execution was full of challenges. Two organizations had to come together as one. Team building

began with the teams and we watched how it evolved with the rest of the TOP DOLLAR staff. We found out how much we needed each other. Our motto became *Together We Succeed*. So it is important that we experience every aspect of team training because once we deploy it is too late. This has been a great opportunity for us to meet our peers, whether contracting or comptroller.

TOP DOLLAR has also been a confidence builder. Everyone involved has learned a lot and are now more inclined to volunteer to deploy to worldwide contingency operations. However, we did find some areas for improvement in contingency contracting policies

...it's the pride, energy, and spirit you feel most of all. . .

and procedures, (i.e., contingency contracting officer (CCO) qualifications, UTC grade and structure, CCO kit contents, IMPAC use, local training, etc.). This has been a great resource for validating changes needed to existing policies—something we could not fully get from the academic environment.

In summary, with the threat of multiple potential conflicts and the need for Air Force support in many different areas of the world, we

cannot operate alone. We truly encourage everyone to get involved in TOP DOLLAR. There is much to be gained by everyone. The more both communities train together, the better prepared we are to fight together. So choose to be a team member, role player, evaluator, scorekeeper, scenario writer, staff, or command element member. We know you will be rewarded with the increased ability and knowledge required to be a warfighter supporting the Air Force mission in its endeavors to fulfill our doctrine of "Global Reach—Global Power."

Comptrollers, thank you for welcoming us in. We are a team! The best to all in TOP DOLLAR 1996!





AETC Endurance Test

by Chief Master Sergeant Gregory K. Gardner

Oppressing heat, pre-World War II hutments, a return to the basic training confidence course, coordinating with the Army, coral snakes, long lines at the dining hall, Harry Campbell, 0330 mortar attacks—this was not summer camp, but the events leading to fond, long-lasting memories.

Air Education and Training Command moved its 1995 TOP DOLLAR competition from the air conditioned, treed confines of Little Rock AFB AR, to the comparatively primitive, desert-like conditions of Camp Bullis TX. The camp was officially opened in 1917, encompassing 27,500 acres. Camp Bullis was established primarily as a target range and maneuver ground. It has a storied history and has served as one the Army's primary training grounds for WWI, WWII, Korean, and Viet Nam wars, and now, for TOP DOLLAR warriors.

Following site survey's from Florida to upper Michigan, the AETC staff selected Camp Bullis for our 1995 competition primarily for logistical purposes. The camp is located on the northwest side of San Antonio, a forty-five minute drive down Loop 1604 from our home at Randolph AFB. To say we were apprehensive is an understatement. Although the facilities were rudimentary, our primary concern was cooperation from our army comrades. It was obvious from our first meeting that Camp Bullis folks were not

used to the type training we wanted to conduct and they weren't sure why a bunch of desk jockey fly boys wanted to act like soldiers. The camp policy states you get one hutment for every 10 people. They couldn't understand 7-person teams and setting up offices in the hutments. We met one roadblock after another and as the time neared for our first competition, we weren't sure we could make it happen.

Then a stroke of luck, or perhaps, it's just another part of the TOP DOLLAR magic. After another frustrating day of coordination, MSgt Larry Crawford decided to stop by the Camp Bullis all ranks club to relax before making the drive home. Mr Harry Campbell, the club manager, a retired Air Force master sergeant became AETC TOP DOLLAR's ace in the hole. Harry knows everything about Camp Bullis and everybody who can make things happen. Harry had the *Midas touch* and following that chance meeting, TOP DOLLAR at Camp Bullis turned to gold.

The scorching Texas summer sun greeted five teams of Contracting and Comptroller personnel participating in the 2nd Air Force / Air University (AU) competition. Lackland, Sheppard, Goodfellow, and Keesler AFBs made up 2nd Air Force. Maxwell AFB is home to Air University. The competition was spirited and close

from the start. After unloading and completing the Logistics Detail Kit inventory, it was obvious the teams were prepared and ready to *get it on*.

Camp Bullis was magically turned into Mombassa, Kenya, by Lt Col Donna Taylor, the camp commander. Working in this strange environment, with a different culture, the contracting and comptroller folks were able to advise the commander, work with vendors, and purchase the items needed to run this humanitarian operation. Irate, obnoxious customers were treated with respect—well, for the most part.

The Lackland AFB basic military training confidence course tested the 35 competitors in agility and teamwork. Team Lackland proved to be the swiftest and walked away as winner of this portion of the competition. Overshadowing their victory was an awesome display of teamwork by Team Keesler. SRA Tony Jones from Contracting jumped into the murky green water under the monkey bars and, using all of his 6'6" frame, assisted a teammate through the obstacle. His unselfish team spirit led to the creation of a new AETC award and garnered him the initial *Best Assist* award.

Team Mad Max from Maxwell captured the *Esprit de Corps* award displaying enthusiasm, camaraderie, and professionalism from start to finish. Maxwell also captured the *General Military Skills*

award. When the dust settled and the scores were tallied the 82nd Training Wing from Sheppard was crowned as **Team 2nd AF** by 2AF Commander, **Maj General Hobgood**.

A short three days later, eight teams comprising 19th Air Force swarmed Camp Bullis (aka Mombassa, Kenya) clearly prepared to attack every challenge the staff could muster. 19th AF is responsible for the Air Force's flying training and is composed of wings at Altus and Vance, Oklahoma; Columbus, Mississippi; Laughlin, Randolph, and Reese, Texas; Luke, Arizona; and Tyndall, Florida.

The heat once again tested the mettle of each team as they endured long hours of scenarios, self-aid/buddy care tests, attacks, and security tests. Endure they did, with outstanding performance in every facet of the competition. The 19th AF competition featured a composite team, with the Vance comptroller folks being joined by a contracting team from the Air Force Reserves. Despite meeting each other for the first time only minutes before arriving at the competition, they melded quickly into a formidable team. As a result **Team Vance** was selected as the 19th Air Force *Esprit de Corps* award winner.

This competition once again showed you can expect the unexpected to happen. **Sergeant Cyndi Robbins**, role playing as a *robber*, was tackled by **SRA Karen Schierhorst** as she attempted to escape from **Team Columbus**.

As usual the competition was extremely close with the lead changing hands several times as *final balancing* drew near. The 19th AF Commander, **Major General Kehoe**, presented the **325th Fighter Wing** from Tyndall with the 19th AF winners trophy.

Sheppard and Tyndall returned to Camp Bullis in late July to 100 plus degree days accompanied by

sweltering humidity. While these two teams competed for the right to be called **Team AETC** and participate at the Air Force championship, four other teams joined in the training. Joining Sheppard and Tyndall at **Batman, Turkey** were **Team 11th Wing**, Bolling AFB DC; **Team Air Force Materiel Command**, Eglin AFB, Florida; **Team Air Force Space Command**, Peterson AFB, Colorado; and **Team Air Force Special Operations Command**, Hurlburt Field, Florida.

They learned the importance of teamwork and how much they can accomplish when they work together.

All six teams passed the endurance test, demonstrating tenacity in all they did. **Team 11th Wing** was recognized during the awards ceremony with the *Esprit de Corps* award for non-AETC teams.

Once again, the competition between Sheppard and Tyndall was close from start to finish. With Camp Commander, **Lt Col John Davis**, presiding at the awards ceremony, **Team Tyndall** was recognized as the best TOP DOLLAR team in AETC. In presenting the winners trophy, AETC Commander, **General Billy Boles**, emphasized the importance of the TOP DOLLAR program and stressed that each and every competitor was, indeed, a winner.

Seventeen TOP DOLLAR teams, 119 contracting and comptroller airman, and over 200 role players, evaluators, and staff experienced austere, realistic training in almost unbearable conditions. But all left Camp Bullis

knowing they were prepared to serve in the severe elements. They knew their day-to-day jobs better than they had only a few days earlier. They learned the importance of teamwork and how much they can accomplish when they work together. But, most importantly, they learned about themselves as they pushed themselves to the limits and achieved levels of endurance they previously thought impossible.

Obviously, an endeavor of this magnitude is successful only through the efforts of many, many people. Too many to mention in this article. The role players and evaluators, pouring their heart and soul into making all three competitions valuable training sessions for the participating teams. Often they spent their *free time* looking for shade, a place to gain momentary relief from the scorching sun.

Special thanks to the following:

The administrative staff, led by **Ms Gayle King**, always behind the scenes, ensuring the competition ran smoothly. They sacrificed sleep and many meals to keep the schedule on track.

The Camp Bullis staff, who, after a rocky start, came through providing us everything we needed, often with little notice.

The civilian contractor who managed the dining hall providing delicious food for each and every meal.

To Harry—we couldn't have done it without him.

Congratulations to **Team AETC** for an outstanding showing at the Air Force competition. We are all proud of you and all you accomplished.

Most of all, thanks to the 119 competitors. Believe me, your outstanding performance in adverse conditions taught all of us on the staff many more lessons than we taught you. We are honored to have served with each and every one of you!





TOP DOLLAR 95— USAF Academy Perspective

by Master Sergeant Ronald D. Robertson

Congratulations, **Master Sergeant Robertson**, you are appointed as Team Chief and tasked to represent the USAF Academy in the 1995 TOP DOLLAR competition training. Your job, Ron, should you decide to accept it, is to assemble your team, train hard, and prepare for a myriad of unimaginable competition scenarios. As always, if you or any of your FM team members are captured, the secretary will disavow all knowledge of your actions. Good luck, Ron!

Is TOP DOLLAR a "Mission Impossible" training program? With our continuous state of change within the financial management community through capitalization, regionalization, force reductions, budget cutbacks, manning shortfalls, career field merger, overseas deployments, and OPLOC stand-ups, one wonders how one can effectively find the time and energy to prepare for TOP DOLLAR. **Enthusiasm, teamwork, and commitment** provided the catalyst for our USAFA team to navigate through these everyday obstacles to receive the training needed to support Air Force contingency requirements. Without those three essential ingredients, TOP DOLLAR training can become a "Mission Impossible" tasking.

Ask any member of **Team USAFA** about their TOP DOLLAR experiences and most will respond it was the most exhausting and stressful event they've ever experienced, but all would state it was the best training in their career. Ask them if they would like to do it again and the answer is an emphatic **Yes!** The philosophy driving **Team USAFA**, not unlike our colleagues,

was centered on ensuring all team members could perform their job and survive in a deployed environment. We implemented an aggressive training schedule to lead us to the Air Force competition in September 1995.

The training successes or failures of any TOP DOLLAR team must be borne by the entire unit, therefore, full organizational support is imperative to succeed. In addition, each team member must assume a level of personal responsibility to the team by recognizing and accepting the fact that their team chief is but one person on that seven-member team. From day one, my team's only comment was how they could accommodate their work schedule to make this training better. No groans or gripes, just solid commitment! Everyday they pushed themselves to the limit and beyond, spending untold hours exercising their minds and bodies. From the gut-wrenching weight repetitions in the gym to the weekly two-mile runs, and mind-boggling mock scenarios, we trained enthusiastically. When exhaustion was imminent, I could always count on a team member to provide an extra emotional motivational lift to a struggling team member. Everyone on the 61-person comptroller staff beginning with **Majs Cindy Cox and James Peppers, Capt Rich Fogg**, the section chiefs, and our civilian/military financial technicians provided us with exceptional levels of support.

The lovely swells, hillsides, and serenity of the Academy's Jack's Valley bivouac area provided us with our first survival training experience during the Air Force Space Command MAJCOM competition. Competing at 7,200

feet above sea level in May provided some spectacular weather phenomena, such as snow, hail, excessive wind, and nightly temperatures in the teens. These conditions would turn away even the hardest of hunters, but no, not our TOP DOLLAR team! We worked harder than we ever had and tried to stay warm with our convection heaters.

The Air Force competition at Fairchild AFB was more difficult, but our teamwork and commitment pulled us through to receive **runner-up as Best Composite Team**.

As I reflect back on this experience, several wonderful things stand out. The personal sacrifices, long hours, and miserable deployment working conditions we experienced reinforced the dedicated spirit that exists within the financial management community toward achieving the Air Force core values of integrity first, service before self, and excellence in all we do. The FM community should stand proud of the training and milestones achieved through TOP DOLLAR. I was blessed and am thankful to have been selected to lead our team. I watched our seven team members develop into a cohesive and aggressive team committed to improving self, our organization, and the financial management community. I am extremely proud of their performance and thank them for their dedication. The personal relationships formed with other MAJCOM teams and staff members will always be remembered. Oh, I almost forgot—we did learn to march in unison, while blindfolded, but that's another story. Live Long, TOP DOLLAR!



About the Authors

MSgt Richard Dale is currently the Chief, Accounting Liaison Office, Langley AFB VA. He served as team chief for the 1995 Air Combat Command Champion TOP DOLLAR team. He has earned an associate degree from the Community College of the Air Force and is a member of the Hampton Roads Chapter of ASMC.



MSgt John C. De Leo is currently the Superintendent, Comptroller Plans, HQ USAFE, Ramstein AB GM. He holds an associate degree in financial management from the Community College of the Air Force. His assignment prior to HQ USAFE was NCOIC, Accounts Receivable Branch, 26 Accounting & Finance Squadron, Ramstein AB. He has also been the Chief, Military Pay, Travis AFB CA and Quality Assurance Manager, Incirlik AB TU. Other assignments include Homestead AFB FL, Bergstrom AFB TX, and Duluth AFB MN.

SMSgt Wendy C. Colestock is currently the Superintendent, Financial Management and Comptroller, HQ AFSOC, Hurlburt Field FL. Her entire Air Force career has been dedicated to the financial management field. She is a member of the Air Force TOP DOLLAR committee as well as an active participant in Major Command and Air Force TOP DOLLAR competitions



Mr John G. McLaughlin is currently the Acting Chief, Financial Management Plans and Programs Branch, HQ AFRES, Robins AFB GA. He has a BS in accounting from Urbana College, Urbana OH, and is currently pursuing the MPA from Georgia College. Past work includes Agent Operations, HQ AFRES NAFFA.

MSgt Jerry L. Ogden entered the Air National Guard in April 1987 with the 138th Fighter Group, Tulsa OK. He was assigned to the Air National Guard Readiness Center in May 1993 and is currently assigned to the Financial Management Plans and Programs Division. He assisted with the planning and operations of the ANG's first TOP DOLLAR competition held in July 1994 and has served as the ANG TOP DOLLAR coordinator since that time.



Lt Colonel Sandra D. Gatlin is currently assigned as an Acquisition Contracting Management Staff Officer, Operational Contracting Division, Deputy Asst Secretary of the Air Force for Acquisition (Contracting), Pentagon, Washington, DC. She is a member of the National Contract Management Association with an AFIT Professional Designation in Contract Management; and Level III certified in the Air Force Acquisition Professional Development Program.

MSgt Ronald D. Robertson is Chief, Quality Assurance Branch, Defense Accounting Office, USAF Academy. He has served in a variety of accounting functions in the CONUS, NATO, and Southwest Asia. He is a 1985 graduate of CCAF and a 1986 graduate of Tarleton State University.

No Photo Available

No Photo Available

CMSgt Gregory K. Gardner is the AETC/FM Enlisted Functional Manager, Randolph AFB TX. He has a BS degree in business administration, graduating *Summa Cum Laude* from Regis University and an Associates degree in Financial Management from the Community College of the Air Force. He was the Honor Graduate from the AFSC NCO Academy and Distinguished Graduate from the Air Force Senior Noncommissioned Officers Academy. He is a member of the Alamo City Chapter of ASMC.





TOP

Special thanks to HQ A

OVERALL WINNER

Team Air Force Space Command
Peterson AFB Co

BEST HOME BASE TEAM

Team Air Force Space Command
Peterson AFB CO

BEST "LG" WARFIGHTING SKILLS

Team Air Combat Command
Langley AFB VA

RUNNER-UP HOME BASE TEAM

Team Air Combat Command
Langley AFB VA

RUNNER-UP "LG" WARFIGHTING SKILLS

Team 11th Wing
Bolling AFB DC

BEST COMPOSITE TEAM

Team United States Air Forces in Europe
Aviano AB IT and Rhine Ordnance Barracks GM

BEST GENERAL MILITARY SKILLS

Team Air Combat Command
Langley AFB VA

RUNNER-UP COMPOSITE TEAM

Team United States Air Force Academy
Colorado Springs CO/Vandenberg AFB CA

RUNNER-UP GENERAL MILITARY SKILLS

Team Air Education and Training Command
Tyndall AFB FL

BEST "FM" WARFIGHTING SKILLS

Team Air Force Space Command
Peterson AFB CO

ESPRIT DE CORPS

Team 11th Wing
Bolling AFB DC

RUNNER-UP "FM" WARFIGHTING SKILLS

Team Air Force Materiel Command
Wright-Patterson AFB OH

DOLLAR 1995

FM and Fairchild AFB WA for hosting TOP DOLLAR 1995!



*Mr Robert F. Hale, Lt General Charles T. Robertson,
and Brig General Timothy P. Malishenko
with Team Air Force Space Command*

Team Air Force Space Command
(In Memory of Team Member Senior Airman Sabrina M. Misterka)

Master Sergeant Jeffery D. Nettesheim—FM (Team Leader)
Technical Sergeant Mark Budy—LGC
Technical Sergeant Fadil Keranovic—LGC
Technical Sergeant Bryn E. Lepine—FM
Technical Sergeant Eva M. Reeves—FM
Staff Sergeant Mark A. Brasili—FM
Staff Sergeant Donnette E. Rees—FM

Together We Succeed



NOTES FROM THE:

Deputy Assistant Secretary, Budget

by Major General(s) G. T. Stringer

Military Personnel Quality of Life

During FY 95 the Air Force managed the largest drawdown in recent history, bringing our endstrength to its lowest level since the 1948 *Berlin Airlift*. As part of our Quality of Life commitment, over 66,000 officer and enlisted personnel were transitioned without resorting to involuntary separations or erosion of pay and benefits. For FY 96 the Air Force continues to promote and receive Congressional commitment to fund military pay raises and housing allowances. In fact, the FY 96 Appropriation recently provided a 5.2 percent increase to the Basic Allowance for Quarters, reversing a trend toward growing out of pocket expenses being paid by the Service member. Looking to the horizon, the force that remains will be able to put the military drawdown and the atmosphere of uncertainty and apprehension it created behind them. Affordable, quality housing and emphasis toward promotion based pay increases have recently been getting a great deal of attention. Our *people first* quality of life initiatives will continue to receive priority consideration for a fair share of the total DoD budget authority.

FY 97 MAJCOM/FOA O&M Financial Plan Submissions

The following is an update on the revisions for FY 97 MAJCOM/FOA O&M Financial Plan submissions. The requirement to provide narrative justification from prior fiscal year (PFY) to current fiscal year (CFY) and from CFY to financial plan year (FPY) was deleted and replaced with narrative justification from command FPY President's Budget funding to FPY command submit. In addition, the requirement for information in Section I of Exhibit F was deleted and revisions were made in reporting unfunded requirements. Lastly, Section 2 of Exhibit F will remain the same except for adding a new column reflecting command FPY President's Budget funding levels. Detailed instructions regarding these changes will be forwarded when we transmit the official O&M Financial Plan Call to MAJCOM/FOAs in late February 1996.

Thanks to all for your constructive feedback as we worked these revisions—your inputs were

critical in minimizing the transition hurdles as we go through this the first time. While we still expect some bumps, our continuing dialogue remains important in building this improved *mouse trap*. Our goal was to create a more streamlined process, save you time, and provide more meaningful information to the users of this document. With your help, we fully expect to achieve that.

FY 98 Program Objective Memorandum (POM)

AF/PE kicked off preliminary review of the FY 98 POM cycle in November 1995. Using the Air Force Budget Estimate Submission as a start point, MAJCOMs and the Air Force Panels have been documenting program disconnects across the FYDP and validating *investment* program content for FY 02/03. We will begin the process of building the FY 98 POM baseline immediately after submission of the President's Budget with expected release of the baseline file in early March.

C-17 Globemaster III

On 3 November 1995, Deputy Secretary of Defense John White announced that the McDonnell Douglas C-17 Globemaster III will continue to be acquired as the Defense Department's core airlifter. He accepted the recommendation of the Defense Acquisition Board (DAB) to plan, program, and budget for 120 C-17s. The Acquisition Decision Memorandum signed by Mr Paul Kaminski, Under Secretary of Defense for Acquisition and Technology and the DAB chairman, directed the Air Force to obtain multi-year procurement options for the C-17s. It also deferred further effort on the C-33, a modified Boeing 747-400 Non-Developmental Airlift Aircraft (NDAA), until completion of the Civil Reserve Air Fleet (CRAF) enhancement studies due in June 1996.

This announcement culminates a two-year effort to evaluate the health of the C-17 program, evaluate the airlift force mix, and analyze the fleet mix with cost analysis of 8 different alternates including NDAA and C-5 options.

NOTES FROM THE:

Deputy Assistant Secretary, Cost & Economics

by Mr LeRoy T. Baseman



Automated NAF Analysis Software. Included as part of Services' automated Budget System Program is an analysis reports section and a commanders' summary. Both the analysis reports and commanders' summary can be very useful tools to base level NAFFAs when conducting monthly analyses and informing senior leadership of the financial status of NAF activities. The automated budget package eliminates the need to manually input data from the financial statements as it can be automatically downloaded from the Services Management Information System (MIS). If NAFFAs do not have access to the MIS, the financial statement and other related information can be downloaded to disks and provided to NAFFAs. Base level NAFFAs should already have the automated Budget System Program (two 3.5 disks and manual) but if they haven't received it, they can contact the RMFC. Also, they can download the program and manual from the **FM Bulletin Board**. It is on two files, **NAFBUD1.EXE** and **NAFBUD2.EXE**. These files are self-extracting zipped files which can be accessed by CONUS NAFFAs using the password "PACMAN." For overseas NAFFAs, these files can be obtained from the AF Worldwide Financial Management Analysis System (**AFCOST.AF.MIL**). If NAFFAs need a user name/password on **AFCOST.AF.MIL**, send E-mail request to **CTHOMPSON@AFCOST.AF.MIL**, or call Mr Chris Thompson at DSN 664-0398. The **NAFBUD1.EXE** file has 369,828 bytes and **NAFBUD2.EXE** has 282,879. With a 9600 baud modem it should take approximately five minutes to download each file. **Contact Mr Ray Scheuring at DSN 227-1152**, if you have problems accessing the FM Bulletin Board or downloading this information.

Consolidated Acquisition Reporting System (CARS) Software Release. The Consolidated Acquisition Reporting System software version 5.0 was released in December 1995. This update will make the Defense Acquisition Executive Summary (DAES) portion of the software compatible with Windows. The SAR and Baseline modules have not yet been rewritten to operate in Windows. This release is designed to upgrade CARS to the new

industry standards and provide an easier look and feel for managing the acquisition data and producing the required reports. To run this product, a minimum of a 486 PC with at least 8MB of RAM is required (12MB or 16MB is preferable). The PC must be running Windows 3.1 or Windows for Workgroups 3.11 or later versions. Offices handling more than one program will need an additional 2MB of hard disk space per program. A two-week beta test was conducted during October. Details of the actual product training format and dates when all details are finalized have not yet been announced.

The AFCAA Cost Analysis R&D Program. One of the key responsibilities of AFCAA is to support cost research and development. This is a key responsibility for a number of reasons: acquisition is a dynamic environment, the estimating community needs to factor new technology changes into existing data bases, and knowledge of future cost depends on understanding the historical costs. AFCAA participates in the coordination of research with all Services. This coordination starts by all Services preparing a six-year research plan which is provided to OSD/PA&E annually. Additional coordination occurs by interacting with the **Naval Center for Cost Analysis** and the **Army Cost and Economic Analysis Center** during monthly research activities. AFCAA focuses on two areas of basic research: data base development and model development. Detailed data bases have been completed for the following: peculiar support equipment, launch vehicles, satellite systems, avionics, composites, missiles, and software. In addition, several cost models have been developed. Model development includes developing tools to estimate all aspects of the program life cycle: acquisition, operating and support, software, risk analysis, and environmental costs. The following are examples of the types of research projects which have recently been completed by AFCAA: Environmental Cost Methodologies, Launch Vehicle Cost Model, Avionics Data Base, Composite/Exotic Materials, and Space Database Consolidation.





NOTES FROM THE:

Deputy Assistant Secretary, Financial Operations

by Mr John J. Nethery

Executive Session

The annual SAF/FM Executive Session convened at the Air National Guard Readiness Center, Andrews AFB MD, on 17-18 October 1995. Agenda topics included Congressional budget marks, the Air Force Corporate Structure, travel reengineering, American Express, long-range planning, TOP DOLLAR, and NAF oversight. Major discussions centered around personnel matters—military and civilian career opportunities, training and development, assignment updates, and commander selection process. Overall, the Executive Session addressed a number of important issues in an extremely compressed timeframe.

Long-Range Planning

The planning process continues at an enthusiastic pace. Each team has drawn up a plan of action and are now well into the implementation phase of the process.

MAJCOM/FMs, FMB, FMC, and FMP representing each of the seven major goals met with the Executive Board (MAJCOM Comptrollers and Secretariat staff) on 18-19 July 1995 and briefed the final details for implementing their action plans. As a result, the teams received the Board's final approval to begin transforming their individual plans into reality. To assist in maximizing the initial resource/time utilization of each team's efforts, the Executive Board prioritized all subgoals within each major goal. Progress reports on all high-priority items will be presented at future Executive Sessions/Boards by the MAJCOM/FMs or Secretariat three-letters responsible for each team.

The team leaders also met at the Pentagon on 24-25 August 1995 to discuss the details for formally publishing both an "executive" and "comprehensive" version of the long-range plan. Both documents should be ready for field distribution by the beginning of the new year.

The first such report was provided at the 17-18 October 1995 FM Executive Session. All teams are on track and making excellent progress as they begin the long journey in working the 36 subgoals and 176 supporting tasks necessary in laying the foundation for the future direction of the Air Force financial management community.


Best Air Force Financial Institution Annual Award for FY95

Both of this year's winners were from AETC bases. The bank award was won by Sheppard Bank, Sheppard AFB TX. The best Air Force credit union was won by Border Federal Credit Union, Laughlin AFB TX. Thanks to these financial institutions for the service they have given to Air Force members and the base communities.

TOP DOLLAR

AETC recently hosted the first planning and "hot wash" meeting in San Antonio TX for next year's TOP DOLLAR competition. MAJCOM, FOA, and SAF representatives from contracting and financial management reviewed lessons learned from last year's competition and approved a number of changes for 1996. To the maximum extent possible, an officer (lieutenant or captain) will be on each team; awards will be presented for "total team" performance; more integrated scenarios will be planned; the MAJCOMs will be given greater latitude in selecting teams to send to the Air Force training competition; and finally, MAJCOMs have been encouraged to conduct their TOP DOLLAR program more efficiently and effectively next year. These are just some of the changes that are being made to make TOP DOLLAR 96 an even better training experience.

Direct Deposit/Electronic Fund Transfer

On 9 November 1995 the Department of Treasury commemorated the 20th anniversary of Direct Deposit/Electronic Fund Transfer (DD/EFT) at a ceremony in Washington, D.C. The Air Force, because of its initiatives in the early 1970s into ways to make paperless financial transactions, was recognized as a pioneer in this effort. By 1975, the Air Force was issuing active duty military pay by EFT. Within a year after the initiation of the first EFT payment, the Air Force was making EFT active duty payments Servicewide. The Air Force success with DD/EFT was followed closely by the Department of Treasury in 1976 which began making Social Security payments by EFT in Georgia and Florida. These early initiatives ushered the financial community into the new electronic age. 

NOTES FROM THE:

Auditor General of the Air Force

by Mr Jackie R. Crawford



Security in Air Force Data Systems

No doubt, we would all be uncomfortable if unauthorized people had access to our checking accounts and could process transactions without us knowing. Well, our audits have shown that some Air Force data systems require additional controls to prevent access and potential fraudulent activity by unauthorized individuals. In addition to increased risk of fraud, unauthorized individuals could gain access to view (possibly **Privacy Act** violation) or alter data, sabotage records, or commit espionage. Therefore, secure data systems are vital to the Air Force.

Who Are the Violators?

Surprisingly, **Association of Certified Fraud Examiners** studies show that external sources (e.g., hackers and terrorists) commit only 19 percent of computer security violations. The same studies attribute 63 percent of computer crimes to personnel within the organization (source for the remaining 18 percent of incidents was unknown). These study results clearly illustrate the need to appropriately limit access within the organization while precluding unauthorized access by outsiders.

We Can Help

The **Air Force Audit Agency** can help by assessing the vulnerability of data processing systems to unauthorized access and recommending control techniques to preclude unauthorized access. Specifically, we use software audit tools and assistance from other Air Force activities in performing general and application control reviews of both large and small computer systems. General controls are the structure, methods, and procedures that apply to the overall computer operations in an activity. Application controls are the methods and procedures designed for each data processing application.

General Controls Reviews

In two recent audits, our auditors used specialized software to identify operating system weaknesses that could allow knowledgeable individuals the opportunity to add, modify, or delete application programs and data without authorization or detection. Because of these weaknesses, financial data used to acquire and distribute equipment and other assets valued at over \$50 billion were at risk. Program officials promptly initiated corrective actions.

With assistance from the **Air Force Information Warfare Center**, we tested for 12 known vulnerabilities described in **Air Force Computer Emergency Response Team** advisories. We gained access without proper authorization to 198 of 325 Air Force systems tested. In response to the audit, Air Force managers are training computer security personnel in identifying vulnerabilities and using available advisories to apply countermeasures.

Application Control Reviews

These reviews assess vulnerabilities to application software. For example, one financial system review showed that Air Force, contractor, and financial personnel could use a query software package to erase, insert, and manipulate production data without creating a transaction history or audit trail. Program personnel immediately acted to remove the data modification capability from the production environment.

Conclusion

Today, adequate data system controls are a real concern for both managers and auditors. Our **Fiscal Year 1996 Audit Plan** includes 12 audits that address system controls. However, if you have an area of special concern or interest, please let us know and, if appropriate, we will schedule audit assistance. For more information, call **Mike Bristow**, DSN 787-5381, or **Ron Leopoldt**, DSN 947-7021.





NOTES FROM THE:

Director, Defense Finance and Accounting Service—Denver Center

by Mr John S. Nabil

The Departmental Cash Management System (DCMS). DCMS is being developed at the Denver Center to satisfy departmental accounting requirements and increase productivity while reducing costs of the cash management work force and systems. It will correct material weaknesses, respond to audit findings, and reduce the outstanding balance of undistributed disbursements and negative unliquidated obligations.

In addition, DCMS will manage and reconcile all Air Force departmental-level cash disbursements, reimbursements, collections and receipts; replacing the inefficient, costly, and noncompliant Merged Accountability and Funds Reporting system. These enhancements will result in support for an improved cash-management business process.

DCMS accomplishes the following key goals:

- Implementing required changes such as the Chief Financial Officer's Act, Unmatched Disbursements Reduction Effort, prevalidation, downsizing, and consolidation.
- Processing for the Air Force and other agencies while laying a foundation for future expansion.
- Reviewing all cash management activities, base interfacing, and departmental levels including foreign military sales.
- Consolidating and standardizing the edit and validation process, and implementing the new Budget and Accounting Classification Architecture for migratory systems.
- Employing modern methodologies and technologies.
- Engaging users throughout the process.

During the conceptual exploration phase of the project, the Denver Center and contractors utilized business process reengineering (BPR) concepts and explored and assessed various options. This approach produced more than 30 substantial BPR opportunities, most of which are readily implementable.

Only one BPR opportunity, however, provided the potential to attain the desired level of people and cost saving. Termed the fully distributed business process, this BPR opportunity achieves requisite changes through a major realignment of business roles and responsibilities.

In the fully distributed target process, operating locations (OPLOCs) are responsible for balancing and reconciling their own data. These functions are already being performed in the field. Departmental-level responsibilities include support of other services' data and consolidating for Treasury cash reporting. As long as the proper tools are in place, passing the OPLOCs the control and responsibility for their own cash-management activities should not cause a significant workload.

The fully distributed target incorporates not only the BPR opportunities, but also the use of a central and integrated data repository. One objective of reengineering is to move from an insular to an integrated orientation. In this integrated environment, common processes and data are shared, not duplicated. An integrated orientation is reflected throughout the DCMS target business model.

The benefits associated with this effort include the elimination of at least six systems and subsystems and a discounted cost savings in excess of \$27 million over the next eight years.

Life cycle documentation for the conceptual exploration phase was provided to DFAS Headquarters in April 1995. Permission to proceed with software development was granted in September 1995.

Military Pay Workshops. The foremost element in the DFAS vision is commitment to customers. With that in mind, the Denver Center conducted military pay workshops throughout the Air Force in order to improve communications with the field. From all accounts, the workshops proved to be what customers needed.

The workshops were geared to supplement the training needs of the Air Force Financial Services Office. Discussion topics included dependency determinations, military pay policy, debt management, allowances, separations, centralized payments, and allotments. One item that made the workshops a success was the interaction shared by the Denver Center team and the attendees from the bases. The conferences opened the eyes of both teachers and students and put faces to the voices on the other end of phone conversations.

The ultimate goal is that the team will eventually become a combined military pay and personnel function with representatives from the Air Force Personnel Center joining the Denver Center trainers.

NOTES FROM THE:

Standard Systems Group



by Lieutenant Colonel Charles B. Hester

It is hard to believe that a year has already passed since my assignment as the Chief, Financial Management and Comptroller Systems. I am extremely pleased with the strides made this year and our efforts to support consolidation of Accounting and Finance activities, and I commend each of you for the part you have played in that success. Now that consolidation is well under way, we are concentrating our efforts to improve our software effectiveness and efficiency to better support day-to-day operations in the consolidated environment. One of our major initiatives in this area is coming to fruition with expected implementation of LOUIS II occurring in early 1996. An overview of this product, its capabilities, and the scope of support it will provide, are included below. I am also taking this opportunity to give you an update on the Funds Control module of the Standard Materiel Accounting System (SMAS).

Enhanced Data Retrieval Capability—LOUIS II. LOUIS II is a suite of products that provide direct database retrieval capability from a variety of file types. Multiple files and file types can be accessed during one retrieval and data extracted and consolidated into one output file. LOUIS II will operate on the Defense MegaCenter (DMC) mainframe that supports the Operating Location(s) hosted from that DMC. The advantages that LOUIS II brings to the table are many, with the most significant being the execution efficiency gained over currently used QLP retrieval and COBOL programs. In some cases, we have experienced a 10 to 1 execution time improvement. During performance testing at the Standard Systems Group, an AFOLDS QLP retrieval that took over 6 1/2 hours was executed by LOUIS II in under 44 minutes. **LOUIS LINK** is the microcomputer-based component of the LOUIS II package and provides users the capability to develop and execute LOUIS II data retrievals. Standard retrievals that will replace current COBOL and QLP applications will be written by HQ SSG/SBF and distributed to users with LOUIS LINK. Operating Location personnel will have the capability to develop and execute ad hoc retrievals to satisfy local and higher headquarters requirements. Base level Defense Accounting Offices and Financial Service Offices will not have LOUIS II access and support until their base is migrated to the appropriate Operating Location.

LOUIS II implementation represents a major improvement in automated systems support and is a critical ingredient to the continued success of accounting and finance consolidation.

Standard Materiel Accounting System (SMAS) Update. Those of you who have watched the evolution of the Standard Materiel Accounting System over the years may have noticed the absence of any form of fund control processing. We will fill this void early 1996 with the SMAS Funds Control Module (FCM).

The FCM will initially provide fund control support for the MEDLOG and the new Troop Support system. As full transaction level based accounting for other DBOF activities is transitioned onto the SMAS the FCM will expand to provide necessary fund control processing support. The FCM was developed with a focus on providing day-to-day funds control while satisfying three central requirements:

ACCESSIBILITY. Even though the FCM is a module operating under the SMAS umbrella it has a great degree of independence. This allows it to operate virtually 24 hours a day (except for the short period a database recovery position is taken). While 24 hour accessibility is more of a convenience than a necessity in the initial batch file interface environment, it will become central to efforts to transition to on-line interfaces with the logistics systems.

FLEXIBILITY. In a bare bones configuration the FCM allows funds to be managed similar to the way they have in the past through the use of Project Funds Management Records and Organization records. Fleshed out, the system can also manage funds at the lowest structured element of expense level and by user defined funds management records used to meet special funds control and cost tracking needs.

AUDITABILITY. The FCM maintains a complete transaction history to support updates to record balances which is independent of the SMAS transaction histories. This history reflects the source of the transactions, commitment, or obligation amounts posted, and resulting fund availability balances for affected records.

We believe the FCM will provide the SMAS users and their resource management customers a valuable tool for funds control and cost management.





NOTES FROM THE:

Comptroller Training Flight

by Major Thomas Vereb, Commander

It appears that change is the only constant in our business these days, and the schoolhouse is no exception. We're trying to keep up with all the changes in our career field to provide current and effective training while at the same time trying to enhance efficiency by minimizing course length as much as possible. Just about every course in our inventory has been updated over the past year.

A Utilization and Training Workshop (U&TW) was held at the schoolhouse in October to write the Specialty Training Standard (STS) for the 6FOX1/6FOX2 merger. Functional training managers and subject matter experts from the MAJCOMs and DFAS met for a week to identify specific subject matters/taskings at the 3-, 5-, and 7-levels on the STS and assign proficiency codes for each based on the anticipated knowledge and/or performance ability required at each level. We are now starting to develop the merged course based on the new proficiency codes. The target date for implementation is the start of FY 98 to allow for all the administrative requirements in the Personnel system for a change in AFSCs. In the meantime, we're working on some short-term enhancements to these AFSC awarding course.

TSgt Mary Jo Zwarycz, the Basic Financial Services (6FOX2) Course Chief, is spearheading some redesign efforts that will improve course effectiveness and efficiency. The course will be reduced from 43 academic days to 39 days and we are shifting our focus from memorization-type learning to teaching how to use the AFIs/regulations. Another realistic enhancement will be an increase in customer service training using scenarios and hopefully, the use of computerized testing and reference material. All of these changes required a major revision which is scheduled to be in place for our classes starting in March 1996.

TSgt Dan Taylor, the course supervisor for the Financial Management (6FOX1) Basic Course is leading the charge on a major rewrite on this 3-level, AFSC awarding course. According to our Graduate Assessment Surveys, supervisors from the field want more training on Integrated Accounts Payable System (IAPS). This course, too, will transition from memorization-type testing to instruction-based on a practical knowledge of processes and regulations. To compensate for the doubled amount of instruction time

in IAPS, we plan on reducing some areas such as outdated manual posting techniques (such as AF Form 1730) and memorization on Defense Business Operating Fund (DBOF) terminology. The net result is planned to be a reduction from 49 academic days to 44, a 10 percent savings in time and training dollars. Both of these entry-level accounting and finance courses will utilize full 8-hour training days compared to the more traditional 6 hours in the classroom and 2 hours of directed study. Eight straight hours in an academic classroom environment will be tough, but we envision the increased hands-on and scenario training will keep the students motivated and maintain a high-interest level throughout the day.

A new Accounting Liaison course has now been developed to assist bases in the DFAS consolidation process. The course is based on the Desktop Instructions and those duties remaining in the Accounting Liaison offices. Give us a call for more specific information on timing/scheduling of this 10-day course.

Also within the past six months, we've developed an IAPS course which is basically five days of hands-on IAPS training extracted from the 15-day Accounts Payable Course. This course was designed mainly at the request of the Air National Guard for their training needs, but is open to anyone. We've delivered this course on four different occasions and had very favorable reviews.

On a final note, one last change is that this will be my last article. I will be moving over to the base as the Commander of the 82d Comptroller Squadron. The new Commander of the Comptroller Training Flight will be **Major (Select) Jeff Bryan** who is currently the Sheppard FMA Chief. He brings a wealth of knowledge and will be a great addition to the Schoolhouse. If there are any comments I'd like to pass on it's that this career field is really fortunate to have a super Schoolhouse staffed by a great group of instructors and training developers, and supported directly by our senior leadership. I've learned the true value of training, and how critical good training is, both formal and on-the-job, with all the changes we're enduring. It's the key to success in the future. Thanks for all your support to the schoolhouse during my tenure!

NOTES FROM THE:

Professional Military Comptroller School

by Lt Colonel Paul G. Hough, Ph.D.

IN DEFENSE OF EDUCATION



As World War II was winding down, Army Air Force leaders were planning and organizing the post-war Air Force. **The Honorable John Lovett**, the Assistant Secretary of War for Air, convinced **General "Hap" Arnold** of the need for an Air Comptroller General to adapt sound business practices to military management. Mr Lovett argued that comptrollers must be of the highest caliber and should attend specialized schools. He also predicted that limited budgets would soon convince other services of the need for a comptroller. As a result of his persuasive arguments, the Army Air Force established the Office of the Air Comptroller General in 1946—three years before the 1949 Amendment to the National Security Act established a Department of Defense comptroller and service comptrollers. Mr Lovett had been right.

Today's post-cold war retrenchment presents obvious parallels. The need for outstanding financial managers with a firm grasp of our discipline and sound judgment is greater than ever. With a shrinking force, those who remain must do more and know more. Continued schooling is essential. Whether or not you have completed your formal education, you are never through learning. Although education is one capital investment that does not depreciate, ideas, technologies, and circumstances do change in ways that may date your knowledge base. And no matter how great your expertise, there is still more to know, more to be learned. For these reasons, you should want to further your own education.

The Department of Defense Professional Military Comptroller School, the capstone course for our profession, offers you an exceptional opportunity to learn. Most courses below this level deal primarily with specific methods and processes associated with comptroller subdisciplines. As you move up in your career, you must take a broader view when confronted with resource management problems. By the time you reach a position of significant responsibility (GS-12/0-4 and up), you have probably had experience in at least two sub-areas of our field. Now is the time to get exposure to all areas and their particular challenges in order to increase your personal effectiveness.

Enhancing **YOUR** education and individual capability is **OUR** purpose at the Professional Military Comptroller School. It is not our goal to train you how to do your job or how to accomplish specific tasks.

However, we will provide you an overall defense framework for a better understanding of budgeting, cost analysis, manpower, program and management analysis, auditing, and accounting. These are the components of comptrollership, a profession which is much greater than the sum of its parts. Due to the variety of comptroller responsibilities, we are necessarily broad in our goals, general in our approach, and collegiate in our methods. We are not a graduate school but we hold you to graduate standards.

Our goals are to expose you to new ideas; to broaden your horizons beyond the confines of your particular subdiscipline; and to improve your ability to think conceptually, write clearly, and speak well. Helping you realize these goals will enable us to achieve our overarching goal: to make you a more capable and effective advisor to those you serve.

We also provide you an opportunity for serious reading and reflection that you do not have time for at your work site. But like any school, the more effort you put into your studies, the more you will get out of the program. Another important result we are striving for is more ethical and intellectual leadership in the financial management community—that means you!

Providing useful advice and strong leadership requires sound judgment. You can improve your professional judgment in two ways. Experience is the first way. But gaining that experience can be time consuming and costly. Further study of your profession can reduce the time and costs. Education provides you the perspective and discernment of those who have already trodden the beaten path. In short, you can either rely on the school of hard knocks, or you can learn from those who have gone before. Education is, therefore, a vital force multiplier for comptroller professionals.

I can't help but think how lucky I am to be an instructor at this school. I have the daily opportunity to learn from a truly first-rate faculty, to learn more about current financial issues, to hear the experiences of numerous high-level speakers from all services, and to exchange points of view with the diverse mix of students that come to this school. The next best thing to being an instructor, of course, is to be a student. Speaking for the entire faculty, let me say that I hope to see you here soon. You and those you serve have a lot to gain!





NOTES FROM THE:

Comptroller Officer Assignments Section

by Major Joe Ward

OAS Mid-Term Report Card

The newly revised Officer Assignment System (OAS) is no longer *new*. In fact, we've now been operating and completing assignments under the OAS rules of engagement since the beginning of April. As you may recall, the principle goals of the newly revised volunteer system were to:

1. Fill all legitimate vacancies (to include the *hard to fill* billets that went vacant under the Officer Voluntary Assignment System) up to the Air Force average manning by career field. The financial management career field average manning is Lt Col—65%, Maj—85%, and Capt—75%.

2. Create more movement. The previous assignment system allowed officers to remain at locations for extended periods of time and thus created some stagnation.

So far, OAS has lived up to its promise in obtaining both goals. OAS rules of engagement have helped with finding qualified officers to fill many of the *hard to fill* positions. PACAF manning is for the first time up to 100% and AFMC manning has improved from 78% to 91%. In the past, some commands were better manned than others. This situation is being corrected through the *entitlement* process. Each MAJCOM is *entitled* to put an advertisement for a projected vacancy on the Electronic Bulletin Board if the MAJCOM's manning is below the Air Force average for that particular grade. As a result, we have started to level the playing field with respect to MAJCOMs being equally manned. We are also seeing more movement. Officers are aware of the need to move at the three-year point and, for the most part, are volunteering for ads on the bulletin board. Officers reaching three-years time on station, especially for Major and below, are vulnerable for a non-voluntary assignment.

Summer Rotation

As most of you are aware, the majority of PCSs are accomplished during the summer months. Now let's review the assignment process and corresponding time line. Projected vacancies are supposed to be advertised on the bulletin board six months prior to the requested report no later than date. You will see most of the projected summer rotation jobs advertised on the bulletin board during January and February. For those

officers who will reach three years time on station *out of cycle* in the March or April time frame, you will probably want to find something in January or February when the assignment *hunting season* is at its peak. Otherwise, you may have to settle for less selection and thus less opportunity of finding the *right job* for you.

Leadership Opportunities

The CSAF has approved stand up of Comptroller Squadrons and has also endorsed a central selection board process to choose squadron commander candidates for all career fields (to include financial management). This new process, which is still under review, is expected to be implemented during late calendar year 1996 and identify squadron commander candidates for the calendar year 1997 cycle. A team of assignment officers at the Air Force Personnel Center is still working on the details. There will be approximately 70 comptroller squadrons/flights, up to 30 will be open in any given year. Here's my best guess at which will be opening in 1996. Please note this will most likely be your last opportunity to fill one of these squadron commander positions without having to go through a central selection board process.

▷ USAFE		
Incirlik	Mildenhall	
▷ AETC		
Altus	Lackland	Laughlin
Randolph		
▷ PACAF		
Eielson	Osan	Yokota
▷ ACC		
Davis Monthan		Eglin
Langley		Nellis
Offutt		Seymour Johnson
Shaw		
▷ AMC		
Andrews	Charleston	McConnell
McGuire	Travis	
▷ AFSPC		
F.E. Warren	Falcon	

NOTES FROM THE:

Chief for Enlisted Matters



by CMS James J. Magnotta

TOP DOLLAR

Air Force TOP DOLLAR 1995 was a very special event for Team Air Force Space Command. Their victory culminated a year of intense training, self sacrifice, and dedication to achieving the ultimate goal as Air Force champions. They experienced emotional highs and lows along the way, but remained focused and succeeded. This was a victory that will not soon be forgotten by the team, organization, command, or anyone who witnessed the triumph at Fairchild AFB.

While this team will not forget TOP DOLLAR 95, others sometimes forget what TOP DOLLAR is all about, and more often, what it takes to orchestrate competitions. Training and unity are two key elements in any military organization. TOP DOLLAR provides our people the most intense and realistic training possible short of actual deployment. Our people are more prepared and confident to meet the challenge whenever and wherever it may be.

TOP DOLLAR has also unified our community in ways that program planners and organizers could not have foreseen. This unity is demonstrated through the teamwork, sacrifice, and belief in the program. It stretches across our bases and MAJCOMs and is the catalyst for success. Teams train and compete because coworkers, MAJCOM staffs, role players, evaluators, and support bases provide them the opportunity. Because that group makes it happen, I would like to reflect on them for a while.

Teams spend countless hours practicing scenarios and researching directives to build self confidence and team cohesiveness. Along with financial management scenarios, teams spend time on small arms training, disaster preparedness, self aid and buddy care, and physical fitness. This preparation takes time and usually time away from the office. There are no waivers for work lost during training; so who carries the load? Surely team members do work overtime, but more often than not coworkers are working harder to let their teams train, because they care. What about those fund raisers coworkers engage in for the hats, tee shirts, and coffee mugs that teams carry to competitions as signs of unit pride. Face it, without coworkers, support teams couldn't compete at the highest levels. Their support is just as important as nailing a 50-point scenario on the head.

Conducting a competition is a logistics nightmare that MAJCOM staffs have mastered. Developing scenarios, coordinating transportation, billeting, ammunition, meals, scoring, and master schedules are just a few of the challenges they must overcome. Those tasks are demanding in themselves, but let's not forget the daily workload MAJCOM staffs must continue to provide their customers. Each of the MAJCOMs are proud of their programs and are constantly improving wherever they can.

A competition cannot exist without role players and evaluators. They are key elements in the training equation. Those that role play know that it is fun and hard work. You must be consistent in scenario presentation and follow a rigid schedule. Likewise, evaluators must be consistent as well as focused on how teams provide answers. They must ensure every possible point is awarded or deducted as necessary. It is a demanding task to say the least. Role player and evaluator pride and professionalism make the difference.

Support bases play a very large role in the success of competitions. In addition to the venue, they provide local transportation, rations, communications, and whatever else may be needed. They put out those fires that competitors don't see or smell. They may be behind the scene, but without their help there wouldn't be a scene.

TOP DOLLAR is all about training our people to meet the challenges of deployment. Teams earn and deserve all the kudos we can give them. Sometimes though, we tend to forget the hundreds of folks that make it all happen. Thanks to all of you for a great TOP DOLLAR year.

AFSC Merger

We are on track for merging the 6F0X1 and 6F0X2 AFSCs in 1997. In late October we convened a utilization and training workshop (U&TW) at Sheppard AFB to develop a strawman specialty training standard (STS). That STS is currently being edited and will be coordinated with the MAJCOMs in the near future. The U&TW participants did an outstanding job, particularly our base level subject matter experts (SME). Our SMEs and MAJCOM functional managers used the career field surveys and their experiences to develop a comprehensive STS.



ACES High

MSgt Timothy Meyer was born in St Paul MN. He graduated from Catholic High School for Boys, Little Rock AR, in May 1974 and in September he enlisted in the Air Force. On completing basic training he attended technical training at Sheppard AFB TX. He was then assigned to RAF Alconbury UK as a travel accounting technician and later performed voucher computation and audit.

In June 1978 he was transferred to Peterson AFB CO. He held numerous positions and received *NCO of the Quarter* and twice the winner of the *LOOK SHARP Award*. He graduated with merit from the *NCO Leadership School* at the USAFA in May 1981.

In June 1981 he was assigned to Barksdale AFB LA. During his long tenure at Barksdale, he held various positions—NCOIC, Separations and Retirement Unit; Chief, Military Pay; and NCOIC, Commercial Services. The Barksdale Accounting and Finance was selected as *BEST in the Air Force for 1985* and *Best in SAC in 1986*. His tour as an Accounting and Finance troop ended with two *Air Force Achievement* medals and one *Air Force Commendation* medal. He was selected *NCO of the Quarter* four times during his tour. He was again selected as *LOOK SHARP Award* winner three separate times. He was also the secretary for the ARK-LA-TEX chapter of the ASMC.

In December 1986 he moved to the other side of the base as a Professional Military Education Instructor at the 8th AF NCO Leadership School. He performed duty as Instructor, Division Chief for Academic Instructors, and Military Training Expert. While assigned to



*Master Sergeant Timothy Meyer
Superintendent, Budget
28BW/FM
Ellsworth AFB SD*

the school, he was given the opportunity to attend the NCO Academy. Sgt Meyer graduated the academy as a *speech and drillmaster award* winner, *Distinguished Graduate*, and *runner up for the Commandant's award*. In January 1990 he was the *9AF Instructor of the Year*. The NCO Leadership School earned an unprecedented three back-to-back *Outstanding Unit Awards*. He left this assignment after four years in December 1990 earning an *Air Force Commendation Medal*.

In January 1991 he was selected for assignment at the 633rd MWR Division at Andersen AFB GU. He was initially assigned as a Budget Analyst in the Nonappropriated Fund Accounting Office. He was selected as the division first sergeant and performed duties as the

Financial Operations Supervisors for eight months. During this tour, Sgt Meyer held other duties as NCO Club Operations Manager and Quality Examiner for the USGA-PGA golf course audit. He was instrumental in the *Mt Pinatubo* evacuation and *Typhoon Omar* relief earning him a *Humanitarian Service Medal*. He was also the Vice President of the Guam Chapter of the ASMC. He was selected for promotion to MSgt and was nominated and selected for the *Best Nonappropriated Fund Employee in the USAF, 1992* and received his award from General Carnes. He received the *Airman Recognition Ribbon* and the *Meritorious Service Medal*.

In December 1992 he was selected for assignment to Ellsworth AFB SD as Superintendent, Budget. He quickly went to work and integrated the cost and budget career fields into a successful financial analysis team. His team efforts were not taken lightly and was selected as the *Top Dollar* team chief. The TOP DOLLAR team walked away with the esprit de corps, physical fitness, and activation set-up awards at the 8th AF competition. He was selected as the *Comptroller Senior NCO of the Quarter* (Oct-Dec 93) and subsequently as the *Senior NCO of the Year for 1993*. He was recently selected as *Senior NCO of the Quarter* (Jul-Sep 94).

He has over 80 hours toward a degree in Resource Management and Instructional Technology maintaining a 3.5 GPA. He is married to the former Cindy Whisman of Willowood OH. They have three sons, Adam, 17, Timothy, Jr., 14, and Jonathan Ross, 9, and reside in Rapid City SD.

ACES High

Master Sergeant Barbara B. Engh is a native of Georgia and enlisted in the Air Force in 1979. Upon completion of basic training, she attended the accounting specialist technical training at Sheppard AFB, Texas.

She started her military career at the 3902 ABW at Offutt AFB NE as an accounting specialist working in Materiel, Command Accounts, Commercial Services and Accounts Control. She played an integral role for ensuring accounts transfer from SAC to the newly developed USSPACECOM in 1983. While there she was selected as "Who's Who Among Outstanding Young Women of America", and was selected as Airman of the Quarter and upon appointment as an NCO she was selected as NCO of the Quarter.

In 1984 she was transferred to the 56th Tactical Training Wing, MacDill AFB FL. She was the NCOIC, Commercial Services, Customer Service. In 1985, she graduated from the NCO Leadership School at MacDill AFB FL and received the Distinguished Graduate Award and the Communications Skills Award. She was selected as NCO of the Quarter and received an F-15 incentive flight. In August 1985, she transferred to U.S. Readiness Command as a Budget Analyst and was instrumental in the close-out of the command and the establishment of US Special Operations Command. After her assignment with US Special Operation Command she transferred to 39 CPTS MacDill



*Master Sergeant Barbara B. Engh
Budget Analyst
HQ AFOSI
Bolling AFB DC*

AFB FL as the NCOIC, Travel Computation. During this time she was appointed as the focal point for paying hostages and evacuees from Kuwait and Turkey. As a result of her accomplishments, she received a Certificate of Appreciation from General Schwarzkopf.

In March 1991, she was transferred to Pirincli AS TU as the Disbursing Agent for the 7022 ABG. She disbursed over \$13 million in cash to Turkish vendors and flew on missions into Iraq. While there she established "pay line" procedures for personnel deployed for Operations Provide Comfort I and II. She was actively involved in fund raisers for the Orphanage Council and was the Treasurer for the Base

Advisory Council. She was selected as NCO of the Quarter and the first recipient of the "Tiger Team Award." She received a Certificate of Appreciation from General Shalikashvili as a result of her superior performance during Operations Provide Comfort I and II.

In May 1992, she arrived at Bolling AFB DC where she was a top performer displaying sound management in planning, coordinating, and implementing the Confidential Funds Program for HQ AFOSI. She prepared a SAF/IG briefing on the expenditures of C-Funds and led an intense team effort to replace the C-Fund regulation in an Air Force transition to policy documents, instruction, and pamphlets. She was selected as HQ AFOSI NCO of the Year in 1994, 1993 AFOSI Comptroller Airman Award winner and HQ AFOSI's nominee for National Capitol Region NCO of the Year 1993. MSgt Engh assumed her current duties as a budget analyst with HQ AFOSI in May 1994, where she is involved in the full budgetary process (preparation, presentation, and execution). She is responsible for a \$47 million budget, and is a liaison to six region financial analysts.

MSgt Engh is an active member of the Washington Chapter of ASMC. She is the type of strong performer needed in today's FM community and is definitely Aces High.



PROMOTIONS

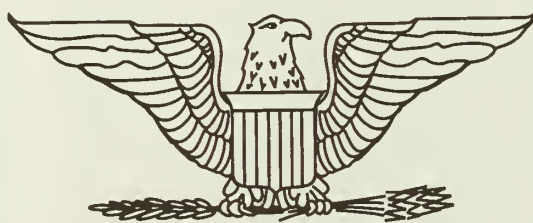
Another Star



On 1 December 1995 **Brigadier General George T. Stringer** was selected for promotion to **Major General**. He is currently the Deputy Assistant Secretary (Budget), Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller), Washington, D.C.

Lieutenant Colonels Selected to Pin On Eagles

Murray Ball
Phil Davidson
Mark Goble
Patsy Hughes
Ed Jones
Guy Lunsford



Steve Nugent
Ron Phillips
Larry Spencer
Darrell Wagner
Sam Wall
Eddie Weeks

Congratulations to all!

PROMOTIONS

Ms Donna Baushke, to GS-15,
Chief, Budget Division, SMC/
FMB, Los Angeles AFB CA

No Photo
Available



Ms Beth A. Forgie, to GS-15,
Director of Civilian Pay, DFAS-
DE, Denver CO

Lt Colonel Benny Hockersmith,
to Colonel, Comptroller, AEDC/
FM, Arnold AFB TN

No Photo
Available



Mr Erwin J. Wybenga, to GS-15,
Director of Annuity Pay, DFAS-
DE, Denver CO

Senior Master Sergeants Selected to be Chiefs

Mary C. H. Drawhorn
Michael A. Piazza
Thomas C. Plendl
Jack W. Rudy



Nicholas Stradley
Daniel D. Walsh
Roy C. White
William J. Yokom

Congratulations to all!

PROMOTIONS—Continued

AIR EDUCATION & TRAINING COMMAND

Browne, George, to MSgt; HQ
AETC/FMP
Bryan, Jeffrey A., to Maj; 82CPTS/
CC
Frank, Daniel L., to MSgt; 325 FW/
FM
McCurdy, Tony M., to MSgt;
64CPTF/CC
Soto, Gustavo, to CMSgt; 47CPTF/
FMF
Thurman, Wayne M., to GS-13; HQ
AETC/FMAT
Ward, Brian D., to MSgt; 364TS/
TTGBF
Ward, Joe W., to Maj; HQ AFPC/
DPAS
Wright, Merrie A., to MSgt;
64CPTS/CC

AIR FORCE AUDIT AGENCY

Brown, Maria, to GS-12; FDW/
Elmendorf
Buck, Anthony, to GS-12; FDC/
Barksdale
Cox, Steven, to GS-12; QLR/Hill
Denton, Dennis, to GS-12; QLR/
Los Angeles
Dilly, Robert, to GS-12; FDW/
March
Flores, Brenda, to GS-12; FDE/
Patrick
Gunzinger, Misty, to GS-12; FDC/
Cannon
Hood, Theresa, to GS-12; FDC/
Little Rock
Jefferson, Ava, to GS-12; FDC/Scott
Kendrick, Don, to GS-12; QLR/
Edwards
Knapp, Ladonna, to GS-12; QLR/
Tinker
Macholl, Christopher, to GS-12;
QLR/Kelly
McCoy, Pamela, to GS-13; DOO/
Arlington
Robertson, Barbara, to GS-12;
QLR/WPAFB
Smith, Blanche, to GS-12; FDE/
Langley
Trawick, Irena, to GS-13; QLQ/
WPAFB
Williams, Linda, to GS-12; QLR/
WPAFB

Wolff, Steven, to GS-12; QLR/
McClellan
Woods, Alex, to GS-12; QLR/
WPAFB

AIR COMBAT COMMAND

Adams, Terry, to MSgt; Nellis/
FMFT
Carter, Shirley A., to GS-12; HQ
ACC/FMAOO
Dillon, Richard, to SMS; Davis-
Monthan/FMA
Hammons, Marcus, to MSgt; Nellis
AFB/FMA
Johnson, John, to GS-12; Davis-
Monthan/FMA
Tolbert, David W., to Maj; HQ
ACC/FMAIX

AIR FORCE MATERIEL COMMAND

Brady, Robin, to GS-12; HQ AFMC/
FMO
Brett, Lawrence, to GS-14; OC-
ALC/FMI
Collins, Joy M., to GS-13; HSC/
FMA
Graves, Nathan, to Maj; ASC/FMP
Gray, Peggy, to GS-13; AEDC/FMB
Hinojosa, Patricia, to GS-12; SA-
ALC/FMI
Lopez, Lily, to Maj; HQ AFMC/
FMB
Irwin, Connie, to GS-12; HQ
AFMC/FMB
McLaughlin, Linda, to GS-14; ASC/
FMB
Montanez, Arlene, to GS-12; SA-
ALC/FMI
Scarberry, Katherine, to GS-12; HQ
AFMC/FMR

AIR FORCE RESERVE

Piper, Kathy D., to GS-12; HQ
AFRES/FMA
White, Jack R., to LTC; HQ USAF/
RECA

AIR FORCE SPECIAL OPERATIONS COMMAND

Herrera, Stephen R., to GS-13; HQ
AFSOC/FMAS

AIR INTELLIGENCE AGENCY

Forames, John, to Capt; HQ AIA/
FMB
Strohfus, Joseph, to LTC; AFTAC/
XPP

AIR MOBILITY COMMAND

Cooper, Robert J., Jr., to GS-13;
DAO-DE, Scott
Davis, Patrick R., to GS-12; HQ
AMC/FMBC
Griffin, Walter L., to MSgt;
McChord/FMFL
Kinsman, Mona L., to MSgt;
McChord/FMFL

AIR NATIONAL GUARD

Cobetto, William D., to Maj;
183FW/FM
Crain, Samuel E., Jr., to LTC;
164AG/FM
Frick, JoAnn, to MSgt; 113WG/
FMFP
Minard, Ronald, to MSgt; 113WG/
FMFA
Neely, Richard R., to Capt; 183FW/
FM
Powers, Robert A., to MSgt;
187FW/FMB
Sweeney, Tom, to MSgt; 187FW/
FMF
Thomas, David A., to LTC;
151ARG/FM
Vollmerhausen, Sheri R., to MSgt;
110FG/FMF

PACIFIC AIR FORCES

Albert, Thomas J., to MSgt;
Elmendorf
Fitzgerald, Stephen A., to Maj; HQ
PACAF/FMF
Graham, David C., to MSgt; 497
FTS/FM
Marshall, J.W., to MSgt; Kadena AB
Vieth, Joseph M., to SMSgt; Osan
AB

UNITED STATES AIR FORCES IN EUROPE

Clocksion, Donald T., to Capt; 48 FW/
FMF
Dunster, Timothy E., to Capt; 52 FW/
FMA
Garn, Antoinette H., to Capt; 52 FW/
FMA
Osborne, Linda A., to CMSgt; HQ
USAFE/FMA
Ross, Terry L., to Maj; 100 ARW/FMA
SAF/FM

Thrasher, Ann, to GS-11; SAF/
FMBOP

SES RETIREMENT



Mr L. Roger Stapleton, SES, was the Assistant Auditor General, Acquisition and Logistics Audits Directorate (AFAA/QL), Air Force Audit Agency, Wright-Patterson AFB, Ohio. He retires on 5 January 1996 with over 36 years of service.



RETIREMENTS

Mr David Eason, GS-15, was the Associate Director Financial Operations Division, AFAA/FSO, March AFB CA (over 34 years of service).



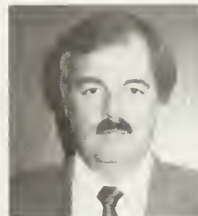
Mr Bob Garvey, GS-15, was the Assistant for Personnel & Training, SAF/FMBOP, Washington, D.C. (over 26 years service).

Mr David Hinton, GS-15, was the Director of Financial Systems and Reporting, SAF/FMPS, Washington, D.C. (over 33 years of service).



Colonel Bron Prokuski was the Special Assistant for Financial Management (SAF/FM (SA)) (30 years of service).

Mr Gary W. Raisio, GS-15, was the Director of Civilian Pay, DFAS-DE, Denver CO (over 31 years of service).



Mr Kelton Seelig, GS-15, was the Associate Director Financial Management Division, AFAA/FSC, March AFB CA (over 30 years of service).

Ms Dolores Vaughn, GS-15, was Assistant for Military Construction, SAF/FMBIC, Washington, D.C. (26 years of service).



RETIREMENTS—Continued

AIR COMBAT COMMAND

Alvarez, John A., TSgt; Barksdale/
FMA
Cox, Mary N., TSgt; Shaw/FMF
Hufschmid, Richard M., Jr., TSgt;
DAO-DE Shaw/FT
Jetley, Jane B., SSgt; Cannon/FMF
Leon, Ronald, TSgt; Davis-
Monthan/FMF
Love, Dwight, MSgt; Nellis AFB/
FM
McClerklin, Adrian D., MSgt;
Shaw/FMFPT
Orr, Christopher D., Capt; HQ
ACC/FMAIX
Shreiner, Donald D., GS-12; Mt
Home/FMA

AIR EDUCATION & TRAINING COMMAND

Harland, Dennis, TSgt; 64CPTF/CC
Perdue, Chris A., MSgt; 364TS/
TTGBF
Shields, Donald J., to MSgt; 364 TS/
TTGBF

AIR FORCE AUDIT AGENCY

Bowen, Glen, GS-12; QLR/Hill
Hudgins, Bobby, GS-14; QLR/Eglin
Romine, Eugene, GS-12; FDC/
Barksdale

AFC4A

Fisher, Gene T., MSgt; HQ AFC4A/
RME
Martin, Billy M., MSgt; HQ
AFC4A/RMF

AIR FORCE MATERIEL COMMAND

Palmer, Hazel, GS-13; ESC/FMC

AIR FORCE SPECIAL OPERATIONS COMMAND

Reyna, Mario, Capt; HQ AFSOC/
FMAO
Welnitz, Mark N., Maj; HQ
AFSOC/FMPP

AIR INTELLIGENCE AGENCY

Broske, Paul, GS-14; 497 IG/FM

AIR NATIONAL GUARD

Gillespie, Guy M., LTC; 162FW/FM
Reid, James L., LTC; 182AG/FM
Shea, Richard, LTC; 158FG/FM
Shockley, Joan, SMS; 113WG/FMB


PACIFIC AIR FORCES

Carrier, Thomas, GS-12; Elmendorf
Sheppard, Bane, TSgt; Andersen
Tipton, Michael, TSgt; Elmendorf

UNITED STATES AIR FORCES IN EUROPE

Isle, Larry P., TSgt; 26 AFS/RAF
Williams, Walter, CMSgt; 32 AFS/
RAF

SAF/FM

Corbin, Nevona (Neva) L., GS-14;
SAF/FMBIC
Ellis, Donald S., LTC; SAF/FML
Herian, Joyce, GS-13; SAF/FMBMR
Jefferson, Barbara, GS-13; SAF/
FMBOP
Mann, Ruth B., GS-13; SAF/FMBOO 

About the Cover

Special thanks to 11WG Graphics (Mr Gonyea and
Ms McMahan) for designing our camouflage cover in
honor of TOP DOLLAR 95.



**Words from
Brigadier General Timothy P. Malishenko
Deputy Assistant Secretary (Contracting)
SAF/AQC**

DESERT SHIELD/STORM helped us focus on our mission to support the warfighter. Contracting officers and comptrollers must be prepared to deploy on the first plane out. We must deploy quickly to establish forward-operating sites and base infrastructure. We must acquire necessary supplies and services in the local economy and pay for them quickly and efficiently. As the Air Force supports contingency operations globally, the need continues for support by well-trained, well-equipped contracting and comptroller personnel. Since **DESERT SHIELD/STORM**, we have supported operations in Saudi Arabia, Somalia, Haiti, Bosnia, Kuwait, and others. There will certainly be more contingencies in our future.

We applaud the comptroller community for developing the **TOP DOLLAR** concept as a training exercise in USAFE and our USAFE contracting community for seizing that opportunity. Our exposure to the **TOP DOLLAR** concept came as a result of briefings given by USAFE/LGC's **Capt Bellacicco** and SAF/FM's **Lt Col Dunaway** at our **Contingency Contracting Conference** held in Washington, D.C. during spring of 1994. Contracting was excited about this unique program and **SAF/FM, SAF/AQ**, and **AF/LG** committed to the joint concept in March

1995. For the first time, contracting personnel, whether active duty, Air National Guard, or Reserves, participated with comptroller teammates in **Numbered Air Force** and **MAJCOM** competitions, culminating at the Air Force competition held at Fairchild AFB during the week of 16-21 September 1995.

TOP DOLLAR provided realistic training for over 450 of our people who are now ready to be deployed. They have the total warrior skills, are physically fit, are able to shoot a weapon, and can provide first aide in combat situations. These skills combine with their technical skills to produce Air Force professionals who are willing and able to lead, work as a team, and, above all, keep their composure while supporting the warfighter. These skills are best learned by doing, and that is what the **TOP DOLLAR** competitions are all about.

Congratulations to all the winners and all the competing teams, as well as the other 550 personnel that made **TOP DOLLAR 95** a success. On behalf of the Contracting community I thank you, **Mr Hale**, and the entire Comptroller community, for giving us the opportunity to train with you. This joint venture has been a memorable and challenging experience that we look forward to in the years to come.



Brigadier General Timothy P. Malishenko is Deputy Assistant Secretary for Contracting, Office of the Assistant Secretary of the Air Force for Acquisition, Washington, D.C. He is responsible for all aspects of contracting for the acquisition of weapon systems, logistics support, materiel, and services for the Department of the Air Force. Gen Malishenko also serves as the Air Force Competition Advocate General.

Gen Malishenko entered the Air Force in 1969 as a distinguished graduate of the Ohio State University Reserve Officer Training Corps program. He has served in a broad range of acquisition related positions including contract management, space, aeronautical, international, and electronic systems. He has earned the Senior Space Badge.

Gen Malishenko has a bachelor of science degree in business administration from Ohio State University, master of business administration from Michigan State University, and master of science in systems management, from the University of Southern California.

Assistant Secretary of the Air Force Financial Management and Comptroller





the AIR FORCE

FM COMPTROLLER

Volume 30

Number 2

April 1996

DEPARTMENT OF THE AIR FORCE

AFM 100-10

UNIVERSITY MICROFILMS
AT URBANA, ILL.

the Financial
Management
& Comptroller

1995
AWARDS

*And The
AFAA 1995 Awards*



THE COMPTROLLER'S CORNER

This issue of *The Air Force Comptroller* magazine recognizes our 1995 award winners. I want to take this opportunity to extend my personal congratulations to the men, women, and the organizations whose extraordinary accomplishments over the past year have clearly placed them at the head of their respective class. I wish we had the space here to chronicle the remarkable success stories of this year's award winners. It is indeed performances like these that bring much deserved credit to the entire financial management community and is positive proof of the important work we are doing and the significant contributions we all make toward accomplishing the Air Force's mission.

I would also like to thank all of those who took the time to nominate this year's Air Force award winners and all the people and organizations who were recognized for their accomplishments. It's not only important to challenge our people and our organizations but we must also reward them when they exceed the high standards we have set.

In my opinion, award winning performances are a result of two ingredients coming together—bright, talented, and dedicated people and a problem, challenge, or goal. Within the FM community, we have an abundance of both and, in terms of the latter element in this formula, the list is formidable. For example, how do we solve the problem of shrinking resources and growing requirements, how should we be organized, should we privatize some of our functions, how can we make better use of technology, how can we improve training, how can we improve our partnership with DFAS in the consolidation process, or how can we better support Air Force wartime and contingency operations?

I am sure there is something here for everybody. I am also sure that financial managers throughout the Air Force are already working hard to answer these kinds of questions and, like this year's award winners, they too will be successful, they too will be recognized for their accomplishments, and their names will also appear in our magazine a year from now. Perhaps more important, however, the Air Force will be much better as a result of their contributions.

I offer my congratulations again to our 1995 award winners and at the same time voice my strongest words of encouragement to those who are working so hard to improve the Air Force everyday and who are certain to follow in this year's award winner's impressive footsteps.

A handwritten signature in cursive script that reads "Robert F. Hale".

ROBERT F. HALE

Assistant Secretary of the Air Force
(Financial Management and Comptroller)

The Air Force COMPTROLLER

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Secretary of the Air Force

Mr Robert F. Hale
Assistant Secretary of the Air Force
(Financial Management & Comptroller)

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Ms Gloria R. Jaskiewicz
Editor

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Please



Recycle

Temporary Duty Travel Reengineering

DoD Comptroller Task Force

by Lieutenant Colonel Donald N. Gerhart

Most of us within the Financial Management community have gone TDY sometime during our careers. If you were at base level you had easy access to help with advances, orders, and all the paperwork from coworkers; you may have even had some formal training and experience on a travel system. This may not be the case for many of our customers in the Air Force and the other Military Departments and Agencies. In July 1994, OSD chartered a task force to *reengineer* the business TDY travel system. The vision for this task force, as reported by Dr John Hamre, Under Secretary of Defense (Comptroller), to the Senate Committee on Government Affairs in March 1994, *is a seamless, paperless system that meets the needs of travelers, commanders, and process owner; it must reduce costs, support mission requirements and provide superior customer service.*

The DoD Task Force to Reengineer Travel found three principal causes for the state of current travel systems:

- Current travel policies and programs focus on compliance with rigid rules rather than on performance of the mission.
- Current Department travel

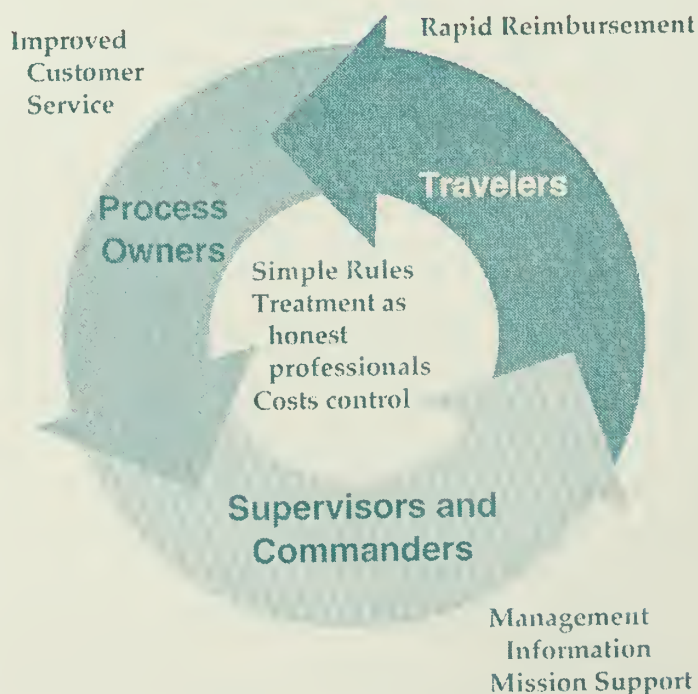
practices are outmoded. Private sector business practices for travel have evolved significantly in the last two decades, but those developments are not reflected in the Department's practices.

- The current travel system is not integrated. Responsibilities for travel at all levels of the DoD are fragmented and *stovepiped* within separate functional communities.

The reengineered travel system is attacking each of these causes by changing the philosophy of travel: TDY travel is to be managed as mission support, not as an end in itself. The DoD is going to adapt and standardize the best business

practices from Government and the private sector. However, in order to best serve the traveler, we have to know what travelers and commanders require.

First and foremost, everyone—travelers, commanders, and process owners, wants rules that are understandable. Travelers want to be treated as honest professionals and get rapid reimbursement for their expenses. Commanders want rules that support mission requirements, treatment as honest professionals, costs



controlled, and useful management information. Process owners want costs controlled and ability to help travelers and commanders accomplish the unit's mission.

In January 1995, the DepSecDef directed that the USD (Comptroller) accomplish the travel reforms expeditiously and to oversee the implementation of travel reengineering. A flag-officer level steering group was formed with representation from all the Services. **Brig Gen Thomas Mikolajcik**, Air Force Director of Transportation (AF/LGT), was designated as the Air Force representative and in charge of the Air Force team. The task force created a number of functional area teams (pilot test and evaluation, entitlement, card management, budget, commercial travel office, reconciliation, and MIS design) to revise the necessary policy and procedures associated with travel reengineering. A travel industry sources sought conference was held in April 1995 to notify the private sector of pending changes in DoD travel management and provide information concerning the reengineered travel process. And a call for Service pilot test bases resulted in 29 installations DoD-wide being selected to test the task force's concept of operation. This entire project is on a very fast timeline. The following are some key dates:

- Mar 95—Preparation Phase: complete simplified entitlement rules, establish travel card and EFT policy, standardize commercial travel office statement of work
- Apr 95—Evaluation of Industry Phase: select pilots, hold industry symposium

Ten Key Features Of New Travel System

1. Travelers, commanders and supervisors are honest and responsible
2. Supervisor controls budget and approves voucher
3. Simple, clear rules govern travel
4. One-stop shopping at Commercial Travel Offices
5. Whole process on one piece of paper
6. Eliminate bureaucratic burdens on travelers
7. Prompt payment by the Government
8. Minimum bookkeeping—travelers keep receipts
9. Use best industry practices
10. Continuously reassess for improvement

- Dec 95—Defense Travel System Project Management Office established
- Jan-Aug 96—Test/Pilot Phase: begin pilots and tests
- Aug-Sep 96—Evaluation of Tests and Pilots Phase
- 1996—Request for Proposal for a Defense Travel Region

The Air Force has selected pilot test bases from those offered by the major commands. The bases that have been approved by the USD(C) are:

- Dover AFB
- Randolph AFB
- Peterson AFB
- HQ ACC and 1st Fighter Wing at Langley AFB
- 11th Wing supporting the Pentagon and Bolling AFB.

To date, a number of travel policies have been implemented to include electronic funds transfer for settlement, maximum use of the travel card, simplified accounting, pushing down the obligation authority for travel funding, and random audits of travel settlement vouchers. These changes became effective 1 October 1995 and will be implemented DoD-wide as improvements coming out of the task force report.

It is now DoD policy that travel advances and reimbursements will be made by electronic funds transfer (EFT) rather than by cash and Treasury checks. The Air Force has stepped out in the implementation of this policy. With the first reports from the DFAS, over 60 percent of travel vouchers were being paid by this method; well ahead of our sister Services. Additionally, *split disbursement* is being developed to allow travel payments to be split with EFT payments to an individual's account and their Government Charge Card account. This will significantly simplify payment to the Government card and provide yet another incentive to use the card. This option should be available in 1996.

Within the Air Force we have been using the Government Travel Charge Card extensively for a number of years. Many commands have eliminated cash advances in favor of using the travel charge card to obtain necessary advances through ATMs. However, DoD-wide we only have

Proposed US Defense Travel Regions



about 16 percent of our travelers using the card, while best business practices of private industry are close to 100 percent use. Dr Hamre wants us all to use the Government-sponsored, contractor-issued travel charge card to pay for all costs incidental to official business travel, including travel advances, lodging (commercial and Government), transportation (air, rail, and bus), rental cars, meals, and other incidental expenses. This actually saves the Air Force funds because we receive a rebate from American Express for charges to the travel card. The travel customer service community (financial management, transportation, services, etc.) needs to make our customers aware of the advantages of using the travel card and encourage its use—safety, convenience, wide acceptability, automatic payment, rebates to the Air Force, and ease of use. Another simplification is in the accounting for temporary duty travel.

Prior to October of 1995 you had to determine the different components of travel—per diem, transportation, reimbursable expenses, etc.—and charge each to a different element of expense. Under travel reengineering, accounting for temporary duty travel will be accomplished through the use of a single element of expense. Additionally, all orders, wherever possible, will be funded by the organizational level of the traveler. This falls right in line with the next policy change—aligning obligation authority with the responsibility to accomplishing the mission.

Under the reengineered concept, authority to obligate funding for temporary duty travel and to approve voucher requests for travel reimbursement will be delegated to the travel approving authority. Although we do this in most cases in the Air Force today, commanders and supervisors will be given the tools and responsibilities to carry out their units or organizations mission. These are the items that either the Air Force is presently doing, working to fully accomplish, or can be implemented with little or no change to travel systems, policies, or procedures. The reengineering process is also addressing many other areas.

As of October 1995 many entitlements and procedures have also be simplified. We now pay 75 percent of the meals and incidental expense (M&IE) rate for the first and last day of temporary duty. This makes calculating per diem significantly easier both by computer and manually. Additionally, travelers know what they will receive before they leave for a trip. Another irritant, receipts submission, has been eased by the Internal Revenue Service (IRS). Except for lodging, only receipts for services costing \$75 and above need be retained and submitted with vouchers. This is significant in that a DoD initiative has changed a policy that effects both the public and private sector; companies, large and small, only have to require their employees to meet this new IRS directive. Additionally, we are pushing for the IRS to allow the employees to

retain the receipts for future audits and review. If successful, this will substantially reduce paper storage requirements throughout the Government. A final item of progress for the traveler is that they no longer have to go to billeting offices to get paper nonavailability statements. If, when making reservations, billeting cannot confirm availability of government or contract quarters the traveler will be provided a nonavailability confirmation number. The member or employee is then free to get lodging off-base without checking back with the billeting office once they arrive at the TDY location. The nonavailability number is placed on the travel voucher as proof that quarters were not available.

In December 1995 a Project Management Office (PMO) was established to acquire official and leisure travel services for the DoD Reengineering Travel Initiative. The PMO's mission is to ensure that the selected contract supports mission requirements, reduces costs, and provides superior customer service. USTRANSCOM has been identified as the single procurement entity and the Military Traffic Management Command (MTMC) as the contracting agent. A standard statement of work (SOW) has been developed and a draft request for proposal (RFP) was released in December 1995. Any DoD travel service contract awarded after September 1996 will be awarded utilizing the standard solicitation.

DoD has proposed to divide the travel service contract into 12 regions; ten for the United States and one each for the Pacific and Europe. The first Defense Travel Region (DTR) that is going through the contracting phases is DTR 6, the upper Midwest. For the Air Force this region will include Minot AFB, Grand Forks AFB, Ellsworth AFB, Offutt AFB, K.I. Sawyer AFB, Whiteman AFB, Scott AFB, Selfridge ANGB, and Grissom ARB. A pre-solicitation conference has been held and the contract is expected to be awarded later in calendar year 1996.

While the PMO is working to stand-up the Defense Travel Region contracts, the pilots are testing the concept of a seamless, paperless travel system, testing and assessing performance and travel customer satisfaction, and using the lessons learned to refine the concept. This system will end up touching anyone who travels in the DoD, and may be the model for outsourcing projects for other support functions.

DoD Travel Reengineering Home Page Address:
<http://www.dtic.dla.mil/dodtravel/> ■

Editors Note: Facts and specific information in this article are current as of the date sent to printer.

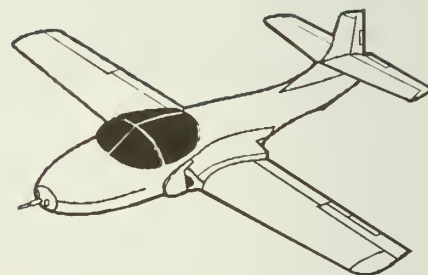
About the Author



Lt Col Donald Gerhart, is Principal Assistant for Program System Analysis, Deputy Assistant Secretary, Financial Operations (SAF/FMP), Assistant Secretary of the Air Force, Financial Management and Comptroller. He is an AFROTC graduate of San Diego State University with a bachelors degree in accounting. He has earned a masters degree in management from Troy State University and a master of business administration (finance) from San Diego State University (an AFIT applied comptrollership program). He has attended the Accounting and Finance Course, Comptroller Staff Officer Course, and Professional Military Comptroller School. Lt Col Gerhart's prior assignments have included deputy accounting and finance officer at Castle AFB, CA and Sembach AB, GE; accounting and finance officer at Sembach AFB, GE; accounting plans, headquarters squadron commander, and wartime plans officer at the Air Force Accounting and Finance Center; comptroller plans officer at the Pentagon; and comptroller of a classified program. Lt Col Gerhart is a member of the Washington Chapter of ASMC.

Innovative Ideas Yield \$aving\$ for Randolph AFB Aircraft Maintenance

by Mr J. Bert Dycus



Only a few miles from the legendary Alamo, the men and women of Randolph AFB's 12th Flying Training Wing (12FTW) are making their own mark in history by implementing a new, innovative aircraft maintenance operation which will save the Air Force almost \$6 million per year. This endeavor, to convert the current military and civilian maintenance operation to an all-civilian *most efficient organization* (MEO) structure, will be completed in July 1996.

Take a Hard Look

Faced with the fiscal realities of this decade, in March 1994, the Air Force Chief of Staff created the Weapons Systems Cost Reduction (WSCR) initiative — an aggressive approach to substantially reduce weapons systems costs throughout the Air Force. In response to the WSCR, the Commander, Air Education and Training Command (AETC), recommended that sweeping changes be made in the way AETC's aircraft systems were supported. He requested that three AETC flying training wings with active duty maintenance operations (Randolph AFB, Altus AFB, and Tyndall AFB) *take a hard look at A-76 cost comparison studies*

and direct conversions to a civil service work force as a means of reducing flying hour costs.

Ultimate Goal

The 12FTW expressed interest in converting its military and civilian maintenance functions to an in-house civilian operation. In September 1994, Air Force granted its approval for Randolph AFB to proceed. Conversion to an all-civilian force was, however, only the first step toward the Wing's ultimate goal. The 12FTW recognized that it would need to significantly improve the effectiveness and economy of its operations in order to make the conversion a success. Thus, it set its sights on achieving greater savings and began development of a plan which would completely transform all maintenance operations into a MEO structure.

The 12FTW Mission

To fully appreciate the complexity of this endeavor and the associated challenges, one must first have a basic understanding of Randolph AFB's missions and the breadth of the aircraft maintenance function.

The 12FTW maintenance operation at Randolph is responsible for providing mission capable T-1, T-37, T-38, AT-38, C-21 and T-43 aircraft in order to meet commitments for the following missions:

- P I T - S p e c i a l i z e d Undergraduate Pilot Training (T-37 / T-38 / T-1)
- S U N T - S p e c i a l i z e d Undergraduate Navigator Training (T-43)
- IFF-Introduction to Fighter Fundamentals Instructor Training (AT-38)
- Airlift Operations (C-21 / contract maintenance)

(NOTE: the Wing's flight screening mission using the T-3 aircraft at Hondo TX and the USAF Academy is not affected)

The Wing is also charged with achieving and maintaining pilot/instructor pilot, copilot, and instructor navigator qualifications and currency. It is important to note that the majority of maintenance personnel are currently single-skilled (i.e., trained and equipped to support only one aircraft type).

Today, Randolph's maintenance operations are scattered along each of the base's three different flight lines (east, west, and south). Also, the maintenance support shops are geographically separated from the actual flying operations. The T-38, AT-38, and T-1 aircraft are currently located along the east ramp, while the T-37s are serviced on the west flight line. The T-43s are maintained on the south ramp.

Other operations are interspersed and share flight line space. They must, therefore, be considered when creating the MEO. C-21 contract maintenance is located in Hanger 16 (east flight line), the United Nuclear Corp/Lear Seigler Inc (UNC/LSI) depot repair facility resides on the south ramp and trainer development operates in the northwest corner of the base.

Road Map to the MEO

Due to the magnitude and complexity of this project, two teams were initially established to develop the conversion plan. A Statement of Work (SOW) team detailed the responsibilities of the MEO, while a separate group determined facility requirements to support the project. After completing their tasks, these two teams were disbanded to form the core of the MEO Transition Team. Employing a quality team approach, the Transition Team established a formal working group of representatives from each Wing and HQ AETC activity involved in the process. A time-phased Transition Plan was developed, outlining the specific actions (and milestones) required to *stand up* the new MEO organization by July 1996. The nuts and bolts of the plan focused on five major areas:

- Organizational restructure
- Facilities renovation

- Civil service work force (multi-skilled)
- Active duty drawdown
- Transfer of equipment & supplies

Organizational Restructure —

In order to achieve maximum efficiency, it was necessary to create an organizational structure whose foundation was based on merged functions and a multi-skilled labor force. Organizational functions were consolidated by aircraft type: T-38 / AT-38 / T-1 were combined and T-37 / T-43 were merged.

Presently, each of the four affected flying squadrons in the Operations Group (OG) have their own Sortie Generation and Sortie Support flights. In addition to these eight OG flights, the Logistics Group (LG) has five other maintenance-related flights in its organization. A weighty reduction in overhead will be achieved when the current 13 flights of maintenance personnel are centralized into only six flights under the LG's newly created Director of Maintenance (DOM). (SEE CHART THIS PAGE).

Specific examples of centralization efforts include aircraft attendants who will now be able to service the T-38 / AT-38 / T-1 aircraft, while others will support the T-37 / T-43 systems. Also, AGE (aerospace ground equipment), electro-environmental, hydraulics, and wheel and tire specialties will be incorporated into one functional area.

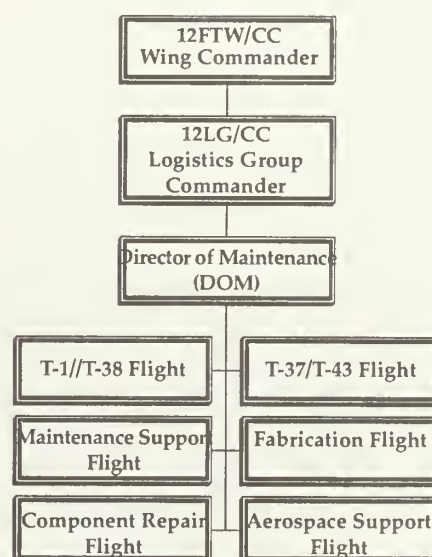
Facilities Renovation —

As mentioned previously, current maintenance operations are spread between three flight lines and maintenance support shops are separated from the aircraft themselves. The relocation

of these functions was, therefore, inherent in the successful transformation to the MEO. The solution was to merge maintenance functions and reposition the maintenance complex to operate on two (rather than three) flight lines. The maintenance for T-1/T-38s will combine on the east ramp and the T-43/T-37 maintenance will move to the south ramp. C-21s will also relocate to the south ramp; however, UNC/LSI will move off the south ramp to the northwest flight line area. In addition, all support shops will consolidate along the east flight line (except for NDI (non-destructive inspections) and corrosion, which will remain in existing facilities because of environmental considerations).

Unfortunately, the existing facilities were not always configured properly to match the needs of the new MEO occupants. As a result, some renovations and modifications were necessary. In total, 12 separate hangers or buildings were identified for repair. The base civil engineers prepared design specifications for

12th Flying Training Wing Randolph AFB New Structure Under MEO



Innovative Ideas . . . (Continued)

each. Funding for these projects (\$1.5 million in O&M) was obtained from HQ AETC. Extra efforts were taken by the 12FTW, however, to keep these costs to a minimum. In addition, an aggressive self-help program allowed Randolph AFB personnel to accumulate more than \$400K in cost avoidances (i.e., prevented the need for extra funding). Thanks to the cooperation of personnel from civil engineering, contracting, maintenance, and comptroller, the tight timelines for contract award and construction are being met.

Civil Service Work Force —

To attain the proposed MEO efficiencies, civilian maintainers must be multi-skilled. Thus, another key element of the program's success is the recruitment, hiring and training of the all-civilian force. To the extent possible, current employees who have skills for positions will be reassigned to new positions if they desire. Remaining positions will be filled through applicable civil service hiring procedures.

Hiring is being accomplished in three phases. First, the DOM was hired to oversee the MEO work force build up. Next, the Flight Supervisors and key personnel were hired. These individuals, in turn, are responsible for the recruitment and training necessary to fully staff the new organization, while maintaining manning levels on the flight line. The final phase is to hire the remainder of the work force. Training for employees will be accomplished through a combination of formal and on-the-job (OJT) training. The local Field Training Detachment (FTD) will provide formal instruction.

Active Duty Drawdown —

It is estimated that transition to a civil service work force will result in the reassignment / retirement of over 530 active duty military members from Randolph AFB. It was critical, therefore, that the MEO Transition Team actively involve unit commanders and the individuals themselves in the personnel process.

HQ AETC/DP, in conjunction with AFPC, released a list of available assignments and bases for Randolph personnel. Next, assignment teams established by HQ AETC/DP and AFPC will coordinate all assignments. This process will enable the needs of the Air Force to be matched with the desires of the individuals (to the maximum extent possible) and ensure a fair and equitable distribution of assignments. Active duty personnel will be released for PCS/PCA as the transition of work load permits.

For those retired military personnel interested in competing for civil service positions, assistance was provided to expeditiously process requests for waiver from the 180 day waiting period.

Because of the significant impact of the MEO on the active duty force, care has been taken to openly communicate all of the related news events as they occur. Orientation briefings and other meetings have assisted in keeping personnel informed. A "MEO Hotline" was also established to answer questions about conversion issues.

Transfer of Equipment & Supplies —

The final section of the Transition Plan addresses the accountability and custodial transfer of assets throughout OG and LG maintenance areas. It requires equipment inventories be performed and any excess property or equipment be properly turned in or transferred prior to moving into new facilities. Cost savings were achieved by aggressively monitoring this process and reusing existing assets in every possible instance.

MEO Savings

By taking the first step in the MEO process (conversion to an in-house civilian maintenance force), Randolph was projected to save 102 manpower spaces. The FY96/4 unit manning document (UMD) presently reflects 578 military and civilian authorizations assigned to aircraft maintenance. This will be reduced to 476 spaces solely as the result of the conversion itself.

The 12FTW's second step (and ultimate goal) is, however, to gain even greater efficiencies by implementing a full and comprehensive MEO concept. It was determined that an additional 66 spaces could be eliminated if the complete MEO is carried out (thus decreasing the maintenance manpower requirements to 410 authorizations).

Taken together, the two phases represent a total reduction of 168 spaces (578 - 410) and a 29 percent decrease from the authorized strength on the FY96/4 UMD. In financial terms, the reduction represents an impressive \$5.7

million savings each year for the Air Force budget (Military Personnel appropriation).

Like base closure savings, these long-term MEO benefits can only be achieved through investment of some up front *seed* money. As previously mentioned, modification of MEO facilities required \$1.5 million in O&M. Other associated (non-facility) O&M costs amounted to \$500K. This included much needed equipment, automation, and furniture items. Finally, the UNC/LSI contractor required \$300K to cover its MEO relocation. Although these costs come from a different appropriation (O&M) than the source of the manpower savings (Mil Pers), the one-time O&M investment of \$2.3 million will be repaid many times over by the \$5.7 million annual savings in Mil Pers. In the final analysis, it will be the Air Force budget's topline which will realize these impressive *net* benefits . . . today, and in the future.

A Final Caution

Although MEOs consist of civil service work forces, we need to

resist the temptation to force them to participate in non-programmatic cut drills. MEOs should be 100 percent funded for end strength, work years, and dollars. They have already competed against a commercial contractor and represent the most economical means of accomplishing specific missions. It is inviting mission failure not to fully fund an MEO. Contract funding is not arbitrarily reduced during such drills because that would be a breach of contract. MEO funding must, therefore, be viewed in that same light if they are to be able to perform as required. Unless MEOs are exempt from non-programmatic reductions, they will be forced to underexecute their missions, or their costs will be underwritten at the expense of other missions.

Summary

The 12FTW is proud to have been given the opportunity to tackle the challenging task of standing up the MEO. Innovative concepts and a quality team approach have allowed the Wing to remain *on track* to inaugurate the conversion of aircraft



maintenance to a civil service *most efficient organization* in July 1996. The MEO will eliminate duplication, reduce manpower, enhance logistical support, reduce maintenance response time, and most importantly, produce a more efficient and effective aircraft maintenance operation.

The MEO success story is testimony of what can be achieved when one breaks through the wall of conventional thinking and searches for fresh and creative ideas of how to accomplish the mission.



About the Author



Mr J. Bert Dycus is the Chief of Financial Analysis, 12th Flying Training Wing, Randolph AFB, Texas. He holds a BBA degree in business management from Texas Tech University, a masters in public administration from Troy State University, and is a graduate of the Professional Military Comptrollers School. Mr Dycus worked with the Army Audit Agency and US Department of Energy prior to employment with the Air Force. He has held a variety of stateside and overseas AF comptroller positions in the fields of budget, accounting, legislative liaison, and career program management. His experience includes tours at HQ USAFE, HQ AETC, DFAS-DE, the Financial Management Career Program and base-level Randolph AFB. He was selected and served as a member of the Alamo Federal Executive Board's "AFEB Class of 1995." In addition, Mr Dycus is a Vice-President of the Alamo City Chapter of the American Society of Military Comptrollers. During 1995, he was recognized as the chapter's base-level Budget Civilian of the Year.

The Ideal Nonappropriated Fund Financial Analyst

by Mr George Crew

The Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) assumed responsibility for oversight of nonappropriated fund (NAF) financial management in October 1991. At that time, the professional accountant positions in Services Squadrons' (SVS) Resource Management Flights at base level were transferred to the base FM squadrons to accomplish the NAF oversight function. The past four-and-one-half years have been a time of learning and growing into new roles for these Nonappropriated Fund Financial Analysts (NAFFAs) and their operational counterparts in the SVS.

In 1994 and 1995 we conducted a series of surveys and evaluations at a number of bases to determine how well the NAF oversight program was working. The following profile of an *ideal NAFFA* is drawn from the results of those surveys, AFI 65-107, and discussions with numerous NAFFAs and Services personnel at workshops, conferences, and seminars.

The *ideal NAFFA*, first and foremost, is a Services supporter who is genuinely committed to enhancing the Services program. Of course, this must be accomplished without compromising his or her independence. As with many

things, an overall attitude of trust and cooperation between

The ideal NAFFA, first and foremost, is a Services supporter who is genuinely committed to enhancing the Services program.

the FM and SVS organizations is the key to the success of any NAFFA.

Second, the *ideal NAFFA* must be a competent, common-sense financial analyst to satisfy the three broad requirements of FMs NAF financial oversight program:

- to enhance Services business practices,
- to promote sound financial decisions, and
- to preclude fraud, waste, and abuse.

Let's look at some things the *ideal NAFFA* would do in each of these three areas. To enhance Services business practices, the NAFFA should:

- Provide timely, meaningful analyses of Services financial data.
- Analyze significant variances and, in conjunction with activity managers, identify

causes and recommended solutions.

- Strengthen Services asset management by:

- Reviewing both NAF and appropriated fund capital requirement budgets.

- Conducting annual independent inventories and following up on discrepancies.

To promote sound financial decisions, the *ideal NAFFA*:

- Serves as a financial advisor to base FM and Services leaders in Services-related areas.

- When in agreement with a Services course of action, serves as an advocate for them in the FM community and other communities as necessary, i.e., local Commanders and Civil Engineers.

- Identifies unsound courses of action and helps find acceptable alternatives, if possible.

- Reviews Services budgets and business plans for accuracy, realistic content, and attainability.

To satisfy the third broad requirement of FM NAF financial

oversight, precluding fraud, waste, and abuse, the *ideal NAFFA*:

- Performs annual surprise cash counts and semi-annual cashiers report reviews of all Services activities, identifying weaknesses and providing prompt feedback to Services managers.

- Follows up on all open Services-related audit findings and recommendations; is proactive in using audit and inspection findings from other bases to correct or prevent similar problems.

- Performs both formal and informal internal control reviews (ICRs).

- Higher headquarters develop and schedule formal ICRs.

- Either Services or FM personnel should perform informal ICRs; they may range from very simple to quite detailed, as required by the situation being reviewed.

In addition to the above, the *ideal NAFFA* has previous NAF, audit, or closely related experience. This further enhances their independent input to the Services community.

Results from the 1994 and 1995 surveys and evaluations, as well as audits and discussions with FM and Services personnel, show we still have work to do to bring all current NAFFAs in line with the *ideal*. Some specific areas of concern are:

- NAFFA's lack of time to complete all requirements.

- Lack of NAFFA backup within FM.

- Some NAFFAs not accomplishing basic requirements, e.g., surprise cash counts, independent inventories, budget reviews.

- Some NAFFAs assigned duties not related to NAF financial oversight.

- Misunderstandings regarding NAFFA responsibilities on the part of some NAFFAs and Services personnel.

What is being done to address these concerns and help the average NAFFA become more like the *ideal*? Good question! We continue to pursue several initiatives in training, updating guidance, and informing FM leadership at all AF levels of NAFFA needs and concerns.

In the training area, we have taken several positive steps.

- a. SAF/FMCEB was part of the team that developed a four-week **NAF accounting course**. The first class was conducted in August 1994 at San Antonio, TX. Several more were conducted in FY95. **This course is open to all NAFFAs and Resource Management Flight Chiefs (RMFCs).**

- b. We conducted workshops in 1994 and again in 1995 for all NAFFAs. We will conduct a joint workshop for new NAFFAs this year. In the workshops, we address Services financial issues, such as financial performance goals; appropriated fund support goals; Child Care Center financial

management; and economic analyses for NAF construction projects. We give classes in specific NAFFA functions and oversight areas, such as surprise cash counts, budget, cash management, and audit follow-up. We also used this forum to emphasize to all participants that cooperation and teamwork are essential to the success of FM's NAF oversight role.

- c. We have encouraged NAFFAs to seek additional specialized training in such areas as NAF contracting, appropriated fund budgets, the **FM Staff Officers Course**, and the **Professional Military Comptroller School**.

To share NAFFA needs and concerns, we have presented survey results to SAF/FM, MAJCOM FMs, and FMs at bases where we conducted surveys, and the SVs at each of these levels. In addition, we have presented briefings and participated in panel discussions at several MAJCOM FM conferences explaining the NAFFA's financial oversight role. We are scheduled to do more of the same in the next several months. This can be accomplished in person or by video-teleconference.

The FM community is still maturing and learning in its NAF oversight role, but we've come a long way, with the support of our Services counterparts. The initiatives mentioned above will improve the AF's NAF oversight program and bring our NAFFAs even closer to the *ideal*. In turn, we'll be a partner in making the Services programs offered to Air Force personnel worldwide even stronger.



About the Author



Mr George Crew is a Nonappropriated Fund (NAF) Financial Policy Analyst in the Directorate of Economics and Business Management at the Pentagon. He served as the Resource Management Flight Chief in the NAF Accounting Office at Yokota AB Japan for four and one-half years, and deputy regional RMFC at Elmendorf AFB Alaska for one and one-half years before assuming his current position in 1993. In 1985 Mr Crew completed PMCS and Air Command Staff College (by correspondence). He is a member of the Washington Chapter of ASMC.

NAFFA LISTING

MAJCOM

ACC

BASE

HQ ACC
HQ ACC
Barksdale
Beale
Cannon
Davis-Monthan
Dyess
Ellsworth
Holloman
Howard
Lajes Field
Langley
Little Rock
MacDill
Minot
Moody
Mountain Home
Nellis
Offutt
Pope
Seymour-Johnson
Shaw
Whiteman

NAFFA

LTC Larry Walker 574-2835
Mr James McMullen 574-2835
Ms Kate Morrison 781-2758
Mr Roy Lawson 368-2223
Ms Sandra Williams 681-2376
Mr Mark Kinseg 361-4365
Mr Richard Avila 461-3290
Ms Gale Thompson 675-1479
Mr Todd Sherman 867-5107
VACANT 284-4554
Ms Margie Rectenbough 535-4150
Ms Dorothy Walters 574-4067
Ms Deborah Johnson 731-6089
Mr Kenneth Smith 968-5502
Mr William Knight 453-3077
Mr Trippe Shell 460-3352
Mr Timothy Pesicka 728-2141
Ms Paula Reber 682-8191
Ms Marilyn Ogorzaly 271-2391
Ms Debrea Brown 486-2581
Ms Sarah Grant 488-6677
Ms Sadie Razor 965-3331
Ms Leslie Dorris 975-5455

DSN

AETC

HQ AETC
Altus
Columbus
Goodfellow
Keesler
Lackland
Laughlin
Luke
Maxwell
Randolph
Reese
Sheppard
Tyndall
Vance

Mr George Switzer 487-3115
Ms Paula Tharp 866-6296
Mr Mike Fowlkes 742-2531
Mr George Gamache 477-5151
Ms Martha Bishop 597-7078
Mr Paul Vidal 473-2595
Ms Brenda Sagan 732-5164
Mr Edward Mirasol 896-7399
Mr Bill Harbin 493-4060
Ms Sonia Jones 487-5642
Mr Don Shirley 838-3074
Mr John Stringfellow 736-6830
Ms Ivon Smith 523-8251
Mr Robert Sanchez 940-7189

AFMC

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Arnold
Brooks
Edwards
Eglin
Hanscom
Hill
Kelly
Kirtland
Los Angeles
McClellan
Newark
Robins
Tinker
Wright-Patterson

Mr Todd Green 787-4862
Ms Sandy Oswald 787-4861
Mr Russ Hood 340-4362
VACANT 240-6595
Mr Monty Montoya 527-3433
Mr Bob McGuire 872-3041
Mr Phillip Cote 478-2305
Ms Debi Stam 777-2333
Mr Don Montgomery 945-7223
Ms Rosalina Garcia 246-7307
Mr Doug Schwalm 833-6487
Mr Steve Pennell 633-0391
Mr Bill Sikora 346-7237
Mr Dalton Horton 468-2619
Ms Susan Craig 336-5615
Ms Sheryl Clark 787-2945

N A F F A L I S T I N G

MAJCOM

AFSOC

AFSPC

AFRES

AMC

PACAF

USAFE

USAFA

BASE

HQ AFSOC

Hurlburt (16 SOW)

HQ AFSPC

Falcon
FE Warren
Malmstrom
Patrick
Peterson
Vandenberg

HQ AFRES

HQ AFRES

HQ AMC

HQ AMC
Andrews
Charleston
Dover
Fairchild
Grand Forks
March
McChord
McConnell
McGuire
Scott
Travis

HQ PACAF

Andersen
Eielson
Elmendorf
Hickam
Kadena
Kunsan
Misawa
Osan
Yokota

HQ USAFE

Aviano
Aviano (616RSG)
Croughton (603rd)
Incirlik
Izmir
Lakenheath
Mildenhall
Ramstein
Sembach (617RSG)
Spangdahlem
Rhein Main

USAFA

USAFA

NAFFA

Ms Alice Carter

Ms Bobbie Shepherd

Mr George Sisson

Ms Diana Paulson

Ms Leticia Capunitan

Ms Myrtle Van Every

Ms Patty Rexrode

Mr Richard Dubose

Ms Nancy Perry

Ms Jo Sehorn

Ms Kathy Earn

Mr Roger Kehrner

Mr Cesar Martinez

Mr Leon Nguyen

Mr Ray Schultz

Mr Larry Kanniard

Mr Richard Meese

Ms Kathy Kindt

VACANT

Mr Mark Fowler

Ms Pam Porsch

Mr Armando Scerrato

Ms Donna Adams

Ms Rachelle Gann

Mr Jim Kennedy

Mr Dante Vertudes

Mr George Horton

Mr George Horton

Mr Tom Hurst

Mr Ed Morrison

MSgt Hermie Marquez

Mr William Cleek

Mr Dennis Patch

Ms Velma Smith

Maj Matt Ralph

Ms Marinella Fontanelli

Ms Debbie Geison

Ms Sharon Pedersen

Ms Gayle Long

T. J. Ackerboom

MSgt James Baker

Mr Donald Kerr

Mr John Sinnette

VACANT

Mr Peter Vogt

VACANT

Mr Keith Oda

Ms Tesa Meneses

DSN

579-2807

579-4031

692-3466

560-2246

481-4171

632-3570

854-4836

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362-4883

947-2834

984-3851

743-3228

440-6298

576-2665

837-4538

449-0244

366-4225

552-9172

552-9172

449-6690

634-0818

782-5879

226-9240

784-4364

225-6954

480-6348

632-7572

632-8746

238-4946

676-6105

675-3601

226-5520

238-3125

480-2134

496-7716

452-6531

330-7992

259-3229

259-3229

OPR: Captain Orietta Vélez, SAF/FMCEB, DSN 227-9414/(703) 697-9414

Update on OPLOCs

The table listed below reflects an update to the DFAS OPLOC alignment. Bases with dates listed have been announced. The remaining bases will be announced approximately six to nine months prior to consolidation.

San Bernadino CA

Beale [Nov 95]
 Edwards
 Fairchild
 FE Warren
 Hill
 Los Angeles
 Malmstrom
 March [May 95]
 McChord [Jul 95]
 McClellan
 Mt Home [Feb 96]
 Nellis [Jul 96]
 Travis [May 96]
 Vandenberg [Mar 96]

Omaha NE

Altus [Apr 95]
 Ellsworth [Jun 95]
 Grand Forks [Feb 96]
 Little Rock [Jul 95]
 McConnell
 Minot
 Offutt [Mar 95]
 Peterson [Jul 96]
 Scott [May 96]
 Tinker
 USAF Academy
 Vance [Nov 95]
 Whiteman

Dayton OH

Charleston [May 95]
 Dobbins
 Dover [Jun 96]
 Hanscom
 McGuire
 Pope [Feb 96]
 Robins
 Rome Lab [Jul 95]
 Seymour-Johnson [Apr 96]
 Wright-Pat (ASC) [Dec 95]
 Wright-Pat (88th) [Jun 95]

Honolulu HI

Anderson [Jul 96]
 Eielson [Nov 96]
 Elmendorf [Nov 96]
 Hickam [Jul 95]
 Kadena
 Kunsan
 Misawa
 Osan
 Yokota

San Antonio TX

Brooks
 Cannon
 Davis-Monthan
 Dyess
 Goodfellow
 Holloman
 Kelly
 Kirtland
 Lackland
 Laughlin
 Luke
 Randolph
 Reese
 Sheppard

Orlando FL

Howard
 Hurlburt [Mar 96]
 MacDill
 Patrick [Jun 95]
 Tyndall [May 96]

Limestone ME

Andrews
 Arnold [Nov 95]
 Barksdale [May 95]
 Bolling
 Columbus [Jun 95]
 Eglin [Apr 96]
 Keesler
 Langley
 Maxwell [Dec 95]
 Moody [Jul 95]
 Shaw [Feb 96]
 USAFE Bases:
 Aviano
 Incirlik
 Lakenheath
 Mildenhall
 Ramstein
 Spangdahlem

OPR: Lt Colonel Thomas Sander/SAF/FMPC/DSN 225-0852/(703) 695-0852



ROAD WARRIORS

by Major David Alonzo

It wasn't that long ago the accounting and finance world as we know it was stable and predictable. Things have changed.

We now have operating locations and financial services offices, and *Tiger Teams* have become familiar and well-respected words that symbolize *professionals, expertise, and travel*. But what exactly is the *Tiger Team*, and more importantly, what is it like to be part of this unique and dynamic group of people?

In the fall of 1992, the Denver Center established a network assistance organization, affectionately known as the *Tiger Team*, to assist field operations with the consolidation of installation finance and accounting services to OPLOCs.

The teams, made up of accountants, as well as finance and financial systems experts, travel to defense accounting offices and other DoD agencies serviced by the Denver Center to provide technical assistance and staffing support to work backlogs or help maintain day-to-day customer service.

Currently, the Denver Center has approximately 120 associates assigned to its *Tiger Team*. They are TDY on average 90 percent of the year to various Continental United States and overseas locations. Even though most of the team members find the travel

exciting and look forward to each new assignment, these road warriors face special challenges most personnel in financial management never even think about, much less tolerate. It takes a special kind of person to be a *Tiger Team* member—someone like **Carole Hancock**.

Carole was one of the first people hired on the Denver *Tiger Team* in September 1992. She started out on the team as a GS-525-7, accounting technician, and today is a GS-510-12, supervisory accountant—still on the team. Promotion opportunities exist on the *Tiger Team* if you are willing to accept the extremely challenging work environment that goes with the position. Carole has been up to the challenge and provides a good example of what being a *Tiger Team* member can be like.

Her first assignment was to MacDill AFB FL for several months to work on the Homestead AFB accounts immediately following Hurricane Andrew. The accounting office at Homestead was only able to salvage about 35 percent of their records. Carole and her team had to reconstruct the remaining records and make payment to those vendors.

Since then she has had assignments at various bases working accounts control reconciliations; performing operational performance reviews; reorganizing, training, and

assisting in the accounts payable section; working by others; assisting in fiscal year close out; setting up a closure DAO; serving as a defense accounting officer; and supervising other *Tiger Team* associates at the Denver Center.

Carole says, *There are distinct advantages to being a Tiger Team member. I love to travel, see different parts of the country, and meet new people all the time. And, there's the satisfaction of going into an office having particular problems and knowing when you leave you've made a tremendous positive impact to improve that operation.*

Tiger Team members only go to locations needing help. But, there are hidden drawbacks as well, and that is what makes this job so challenging.

The task of consolidating DAO operations into OPLOCs is a gigantic challenge logistically. Team supervisors generate literally hundreds of individual travel orders during the year. Usually, team members go into a DAO about 90 days prior to consolidation. The local staff is often under stress because their office is closing, individuals are concerned about career choices, and they are not very familiar with the special requirements of preconsolidation. The manning is never adequate for the tremendous workload to be done. Overtime becomes par for the course. In fact, while the local staff

ROAD WARRIORS (Continued)...

may just begin to work the overtime, the *Tiger Team* continually stays in an overtime mode as they move from place to place.


Tiger Team members have put their personal life on hold—some for several years. They are often away from their families for long periods of time which places special hardships on those loved ones left behind. Birthdays, anniversaries, and other special occasions are frequently missed. Even ties with neighbors and close friends are sacrificed. *I'm not sure you ever get used to living out of a suitcase in a one-room home away from home*, says Carole. After

working all day, which usually includes overtime, it is not fun coming home to an empty hotel room.

The need for the *Tiger Teams* has not yet peaked. With some of the largest DAOs yet to be consolidated to their respective OPLOCs, the requirements for *Tiger Team* assistance will continue to grow for the next couple of years. Then it will be time to downsize the team dramatically and rapidly. This is one of management's highest priorities—to take care of the placement needs of the team.

Although this article highlights just a few areas encountered by



associates on the *Tiger Teams*, hopefully it is enough to provide an appreciation of what it's like to be part of this very special group. Without the commitment to excellence from these dedicated road warriors, the DoD financial management community would not be able to serve as it does today. 

Best Author January Issue

Winner

TOP DOLLAR Experience

by Capt Robin B. Hinote
&
CMS Diane Stewart

Runner-Up

An AFMC View of TOP DOLLAR

by CMS David Babcock



ACES High

Master Sergeant Michael T. Hayden entered the Air Force in August 1975. Upon completion of basic training he attended the Security Police Academy where he was a **Distinguished Graduate**. Mike was selected from a group of top graduates for an assignment to Presidential Security Support, Andrews AFB MD.

In December 1977, he transferred to the 436th Security Police Squadron, Dover AFB DE. He was selected as a squad leader for the first deployable security police team in MAC. He received numerous accolades for his security protection work during the last C-5 missions into Iran.

In June 1980, Sgt Hayden cross-trained into the management analysis career field and was assigned as NCOIC, Management Analysis, MacDill AFB FL. During this tour he was selected as NCO of the Quarter for the Comptroller Division three times. In January 1983, he attended the NCO Leadership School at MacDill and was the **Honor Graduate**. In addition, he received the **Leadership, Esprit de Corps, and Drill Master** awards. He also received the **Road Runner** award for the most miles run. He received personal congratulations and an F-16 orientation ride from the Wing Commander, **Colonel Ronald Fogleman**. He was selected as the NCO of the Quarter for Tactical Air Command in March 1983.

In August 1983, he was assigned to HQ TAC, Langley AFB VA, as NCOIC, Management Information. In 1985 he attended



*Master Sergeant Michael T. Hayden
Superintendent, Financial Analysis
HQ AFOSI/FM
Bolling AFB DC*

the Command NCO Academy at Tyndall AFB FL and was again a member of the **Drill Master Flight**. He received an associate degree in Applied Science from CCAF and an associate degree in Management from St Leo College in June 1986.

In August 1986, he was assigned to the 51st Tactical Fighter Wing, Osan AB KS, as NCOIC, Cost Branch. He undertook a massive study of a lease vs buy cost comparison of a multi-million dollar Korean housing project. This study was used by numerous base agencies in the relocation of over 2000 personnel off-base during major dormitory construction. He also took the lead to ensure a full computer upgrade of the antiquated systems throughout the Comptroller Division. He was selected to become the First Sergeant of the newly formed Comptroller

Squadron. He voluntarily completed the First Sergeant's Academy by correspondence.

In August 1987, he was assigned again to HQ TAC as NCOIC, Field Support, managing the productivity enhancement program. In 1988, he validated over 100 FASCAP and PIF proposals that provided over \$25 million in hard dollar savings to the Air Force.

His superior work in PIF analysis led to his selection as NCOIC, Command Economic Analysis, in 1990. He received his bachelors degree in Computer Information Systems from St Leo College in April 1990.

In August 1992, Sgt Hayden was assigned as Superintendent, Financial Analysis, HQ AFOSI, Bolling AFB DC. He took on the task of integrating cost analysis and budget within the command and developing a comprehensive analysis for the relocation of HQ AFOSI to Andrews AFB MD. This analysis not only dealt with the programmed construction, but focused on the short and long term budgetary limitations derived from this relocation. Serving as the senior functional manager, he played a vital role in the Comptroller-enlisted management for the command. He personally managed the conversion of several enlisted personnel into the financial analysis career field. These personnel are vital to the continued operation of significant one-deep positions in AFOSI. He is the command expert on support agreements and has identified numerous cost overstatements saving thousands of dollars in reimbursements.



the Financial
Management
& Comptroller
1995
AWARDS
And the
AFAA 1995 Awards

Financial Management &
Comptroller of the Year



Major Michael J. McGrevey
51 CPTS (PACAF)
Osan AB KS

Financial Analysis
Officer, Airman, &
Civilian of the Year

No Photo Available

Capt Antoinette H. Garn
52 FW/FMA (USAFE)
Spangdahlem AB GE

No Photo Available

SSgt Tammy L. Plotner
31 FW/FMA (USAFE)
Aviano AB IT



Ms Deborah L. Ward
AFTAC/XPPB
Patrick AFB FL

Financial Services
Officer, Airman, &
Civilian of the Year



Capt Sara R. Dillon
436 AW/FMF (AMC)
Dover AFB DE



TSgt Christine A. Hogue
11WG/FMF
Bolling AFB DC

No Photo Available

Monica Levi Detta Acobas
31 FW/FMF (USAFE)
Aviano AB IT

Accounting &
Finance Officer,
Airman & Civilian of
the Year



Lt Col Todd J. Holmes
607 AFS/FMF-1 (PACAF)
Osan AB KS



SMS Larry E. Hill
774 ABG/FMF (USAFE)
RAF Chicksands UK



Ms Kara Clemens
26 AFS/RAFA (USAFE)
Ramstein AB GE

**Outstanding
Contribution to
Financial
Management &
Comptroller
(SAF Level)**



Lt Col James A. Behring
SAF/FMBO
Washington DC



Ms Jane Folz
SAF/FMBIA
Washington DC

**the Financial
Management
& Comptroller
1995
AWARDS**

And the
AFAA 1995 Awards

No Photo Available

Capt Luke Carter
HQ USAFE/FMAOM
Ramstein AB GE



SMSgt Stephani K. Fortin
HQ AMC/FMPE
Scott AFB IL



Ms Patricia A. Carey
HQ ACC/FM
Langley AFB VA

**Outstanding
Contribution to
Financial
Management and
Comptroller
(MAJCOM/FOA/
DRU Level)**

No Photo Available

Capt Carol R. Simpson
DFAS-DE/FJY
Denver CO

No Photo Available

Mr Isaac J. Duran
DFAS-DE/AOA
Denver CO

**Outstanding
Contribution
to AF Financial
Management &
Comptroller
(Outside the DAF)**



Ms Marjorie A. Pfremmer
HQ ACC/CE
Langley AFB VA



TSgt Jimmy C. Myers
18LG/FM
Kadena AB JA

**Resource Advisors of
the Year**

the Financial
Management
& Comptroller
1995
AWARDS
And the
AFAA 1995 Awards

Acquisition
Costing
Military & Civilian
of the Year



Capt Thomas R. O'Hara
AFCAA/FMS
Arlington VA



Mr C. Fredric McNitt
HQ AMC/FMPC
Arlington VA



Mr Roger Kehrer
HQ AMC/FMPC
Scott AFB IL



Ms Paula L. Tharp
97 CPTS/FMA (AETC)
Altus AFB OK

NAF Analyst of the
Year

MAJCOM Level and
Installation Level



Mr Michael Weber
SAF/FMPB
Washington DC

No Photo Available

Educator of the Year

Author of the Year



Financial Management and Comptroller Organization of the Year

375 AW/FM (AMC)
Scott AFB IL

the Financial Management & Comptroller
1995 AWARDS
And the AFAA 1995 Awards

Financial Analysis Office of the Year

18 CPTS/FMA (PACAF)
Kadena AB JA



Financial Services Office of the Year

55 WG/FMF (ACC)
Offutt AFB NE



Accounting & Finance Office of the Year

607 AFS/FMF (PACAF)
Osan AB KS



Disbursing Agent Office of the Year

425 ABS/FM (USAFE)
Izmir AS TU

No Photo Available



Special Acts and Services

HQ ACC/FMFP
Langley AFB VA

HQ AFPC/FM
Randolph AFB TX

HQ AMC/FMF
Scott AFB IL

17 TRW/FMA (AETC)
Goodfellow AFB TX

28 CPTS/FM (ACC)
Ellsworth AFB SD

31 FW/FMF (USAFE)
Aviano AB IT

92 ARW/FM (AMC)
Fairchild AFB WA

364 TRS/TTGBF (AETC)
Sheppard AFB TX

436 AW/FMF (AMC)
Dover AFB DE

Runners-Up

Financial Management & Comptroller Awards

Financial Management & Comptroller of the Year:

Maj Steve Johnson
28 BW/FM(ACC)
Ellsworth AFB SD

Financial Analysis Officer of the Year:

Capt John Walsh
99 ABW/FMA (ACC)
Nellis AFB NV

Financial Analysis Airman of the Year:

MSgt Tim Meyer
28 CPTS/FM (ACC)
Ellsworth AFB SD

Financial Analysis Civilian of the Year:

Mr Reinhold Faber
52 FW/FMA (USAFE)
Spangdahlem AB GE

Financial Services Officer of the Year:

1Lt Kevin S. Williams
55 WG/FMF (ACC)
Offutt AFB NE

Financial Services Airman of the Year:

TSgt Bryn E. LePine
21 CPTS/FMFP (AFSPC)
Peterson AFB CO

Financial Services Civilian of the Year:

Mr Avis D. Smith
42 CPTS/FMF (AETC)
Maxwell AFB AL

Accounting & Finance Officer of the Year:

Capt Mark A. Brown
32 AFS/RAF (USAFE)
Incirlik AB TU

Accounting & Finance Airman of the Year:

TSgt Gregory K. Summers
605 AFS/FMFA-1 (PACAF)
Yokota AB JA

Accounting & Finance Civilian of the Year:

Ms Ann Contestabile
611 AFS/FMFQ (PACAF)
Elmendorf AFB AK

Outstanding Contribution to Financial Management & Comptroller—Military (SAF/Air Staff Level):

Maj Bryan A. Daly
SAF/FMCC
Washington DC

Outstanding Contribution to Financial Management & Comptroller—Civilian (SAF/Air Staff Level):

Ms Paula C. Brickates
AF/XOFP
Washington DC

Outstanding Contribution to Financial Management & Comptroller—Officer (MAJCOM/FOA/DRU Level):

Lt Col Charles L. Thomas
HQ ACC/FMFO
Langley AFB VA

Outstanding Contribution to Financial Management & Comptroller—Airman (MAJCOM/FOA/DRU Level):

MSgt George M. Arting
HQ PACAF/FMF
Hickam AFB HI

Outstanding Contribution to Financial Management & Comptroller—Civilian (MAJCOM/FOA/DRU Level):

Mr Alan K. Bentley
HQ AFMC/FMB
Wright-Patterson AFB OH

Resource Advisor of the Year (MAJCOM/FOA/DRU Level):

MSgt Thomas J. Dunkleman
HQ USAFA/DFSB
USAF Academy CO

Resource Advisor of the Year (Installation Level):

Ms Cherry Wilcoxon-Hurt
45 CES/CERF (AFSPC)
Patrick AFB FL

Acquisition Costing Military of the Year:

Capt George A. Coggins
WR-ALC/FMFC (AFMC)
Robins AFB GA

Acquisition Costing Civilian of the Year:

Ms Ranae M. Pepper
AFCAA/FMS
Arlington VA

Nonappropriated Funds Analyst of the Year (MAJCOM/FOA/DRU Level):

Capt Robert Della Sala
HQ USAFE/FMA
Ramstein AB GE

Nonappropriated Funds Analyst of the Year (Installation Level):

Ms Gale N. Thompson
28 BW/FM (ACC)
Ellsworth AFB SD

Author of the Year:

Lt Col Donald N. Gerhart
SAF/FMP
Washington DC

Financial Management & Comptroller Organization of the Year:

48 FW/FM (USAFE)
RAF Lakenheath UK

Financial Analysis Office of the Year:

22 ARW/FMA (AMC)
McConnell AFB KS

Financial Services Office of the Year:

AFDTC/FMF (AFMC)
Eglin AFB FL

Accounting & Finance Office of the Year:

26 AFS/RAFA (USAFE)
Ramstein AB GE

Area Audit Office Excellence Award

This award recognizes those area audit offices that made a difference in achieving the AFAA value statement of providing world-class audit service to our customers through dedication, innovation, and teamwork. The award is based on meeting or exceeding criteria in four categories: operational results, customer focus, human resources, and innovation. Competition is against a standard of excellence and not against each other. Therefore, all area audit offices meeting the standard of excellence receive the award.

Cannon AFB Area Audit Office
Charleston AFB Area Audit Office
Dyess AFB Area Audit Office
Elmendorf AFB Area Audit Office
Fairchild AFB Area Audit Office
Hill AFB Area Audit Office
Langley AFB Area Audit Office
Nellis AFB Area Audit Office
Osan AB Area Audit Office
Peterson AFB Area Audit Office
Randolph AFB Area Audit Office
Robins AFB Area Audit Office
Scott AFB Area Audit Office
Travis AFB Area Audit Office

Centrally Directed Audit Division Excellence Award

This award recognizes those divisions that have made a difference in achieving the AFAA value statement of providing world-class audit service to our customers through dedication, innovation, and teamwork. The award is based on meeting or exceeding criteria in four categories: operational results, customer focus, human resources, and innovation. Competition is against a standard of excellence and not against each other. Therefore, all divisions meeting the standard of excellence receive the award.

AFAA/FSA
Command, Control, Communication and
Computer Systems Division

AFAA/FSC
Financial Management Division

AFAA/FSP
Personnel and Health Care Division

AFAA/FSS
Engineering and Environmental Division

AFAA/QLD
Acquisition/Logistics Automated Data
Processing Systems Division

AFAA/QLF
Chief Financial Officer Audit Division

AFAA/QLM
Maintenance Division

AFAA/QLQ
Acquisition Division

AFAA/QLS
Supply Division

Air Force Audit Agency Fiscal Year 1995 Awards

Centrally Directed Audit Team of the Year

The Centrally Directed Audit Team of the Year recognizes those Central Directed Audit projects that made a difference in achieving the AFAA value statement of providing world-class audit service to our customers through dedication, innovation, and teamwork. The award is based on a subjective assessment of significance of a Centrally Directed Audit project which resulted in an Air Force Report of Audit. Respective Assistant Auditors General evaluate nominations and select the Directorate Centrally Directed Audit project team of the year. The Auditor General of the Air Force approves the award.

Modernization of Private Branch Exchange (PBX) Telephone Systems AFAA/FSA Project 94054009

Ronald Leopoldt, Associate Director
Jack Starich, Program Manager
Janet Watson, Audit Manager
Tom Vaden, Statistician
Barbara Bair, Hill AFB
Susan Blum, March AFB
Randy Carpenter, Fairchild AFB
Jim Hill, Nellis AFB
Mary Jones, Wright-Patterson AFB
Barbara Magee, Charleston AFB
Nola McFadden, Little Rock AFB
Juan Rivera, McGuire AFB
Rex Runyon, Sheppard AFB
Michelle Sieren, Minot AFB
Cynthia Slaton, Fairchild AFB
Frederick Zies, Kelly AFB

Risk Management of Depot Maintenance Computer Systems AFAA/QLD Project 94066006

Mike Bristow, Associate Director
Jim Desautel, Program Manager
Steve Belew, Audit Manager
Lisa Bergman, Tinker AFB
Sheila Dix, Robins AFB
Bob Reynolds, McClellan AFB
LaTanya Facen, Kelly AFB
Mike Miller, Hill AFB

Local Audit Project Team of the Year

The Local Audit Team of the Year recognizes those local audit projects that made a difference in achieving the AFAA value statement of providing world-class audit service to our customers through dedication, innovation, and teamwork. The award is based on a subjective assessment of a local project's significance. One recipient is selected for each field audit region.

AFAA/FDC - Central Audit Region AFAA Area Audit Office

Keesler AFB MS
Medical Care Reimbursement from
Foreign Military and non-DoD Personnel
81st Training Wing, Keesler AFB MS
Edward Jackson, Office Chief
Patricia Timmler, Auditor in Charge

AFAA/FDE—Eastern Audit Region
AFAA Area Audit Office
RAF Lakenheath UK
Validity of Commercial Service Vendors
426th Air Base Squadron
Stavanger NO
Gray Coyner, Office Chief
Dan Schuettelpelz, Auditor in Charge

AFAA/FD—Western Audit Region
AFAA Area Audit Office
Osan AB KS
Review of Pil Sung Range Operations
7th Air Force, Osan AB KS
Gordon MacNevin, Office Chief
Ron Jensen, Auditor in Charge
Ms Yun, Audit Clerk/Translator

AFAA/QLR—Air Materiel Audit Region
AFAA Area Audit Office
McClellan AFB CA
Management of Bench Stocks
Sacramento Air Logistics Center
Bill D'Elia, Office Chief
Rick Wiley, Branch Chief
Jim Jojak, Auditor in Charge
Tom Vaden, Statistician—Consultant
Vanessa Russell, Audit Clerk





NOTES FROM THE:

Deputy Assistant Secretary, Budget

by Major General(s) G. T. Stringer

FY97 President's Budget (PB)

As we go to press, *Team Budget* labors mightily to complete justification materials for the PB, which goes to the Hill on 18 March. This end game activity culminates a process that extends six weeks longer than the usual Budget Review and entails changes to the Defense Budget right up to the closing days. Air Force FY97 Total Obligation Authority of \$72.6 billion reflects program adjustments and revised economic assumptions spanning all appropriations. FY97 is shaping up to present similar challenges for you at Major Command and field units. Please accept our appreciation for your part in building, defending, and executing the Air Force's budget.

FY96 O&M Budget Execution Review and Omnibus Reprogramming

We plan to request two budget execution reports from you this year. Your first report was submitted to us in mid-March and will be used to evaluate the need for and, if required, to size the Air Force input to a DoD Omnibus Reprogramming request to the Congress. The second report will be used to distribute any funding received as a result of the reprogramming. However, there are no guarantees. Sourcing an omnibus reprogramming will be extremely difficult given that any *low hanging* sources have already been used to fund two contingency operation reprogrammings and a domestic rescission. Therefore, you must continue to plan to make it through the year on your current funding.

Revised DoDI 4000.19, Interservice and Intragovernmental Support Agreement

Revision of DoDI 4000.19, dated 9 August 1995, is complete and new instructions became effective 1 October 1995. This revision significantly changes what the host can charge as a reimbursement from interservice and intragovernmental agencies for base support. The new policy changes the method of collecting reimbursements based on full cost to incremental direct cost. Under the new guidelines,

interservice and intragovernmental support is only reimbursable to the extent the specified support for a tenant organization increases the host's direct costs (i.e., incremental direct cost). Costs associated with common use infrastructure are nonreimbursable, except for support provided solely for a tenant. All existing interservice and intragovernmental agreements must be renegotiated before 30 September 1997. The main point is, support costs charged to a tenant organization (reimbursable costs) must be measurable and directly attributable to the tenant. This policy also applies to Air Force tenants on other DoD installations. SAF/FMBO has forwarded a data call to the MAJCOMs requesting the impact incremental costing will have on O&M funding. Your input is vital to identifying the impact in the FY98-99 Budget Estimate Submission (BES). We will work with the other Services and Government Agencies to transfer funding as part of the BES exercise. AFI 65-601, Vol I, Chapter 7, will continue to be used when implementing interservice support agreements (Air Force to Air Force).

Future Budget Systems (FBS)

Representatives from each organizational level of the Air Force budget community completed an integrated budget process activity model in December 1995. This model defines how we construct and execute a budget today—at the Secretariat/Air Staff, MAJCOMs, and individual installations. This AS-IS representation of the Air Force Budget business processes serves as the baseline for measuring improvements. Modeling participants have already submitted 125 potential budget process improvements during the AS-IS modeling sessions. In mid-February, we began defining the future budget business process in a TO-BE model. Wide participation in defining FBS was critical to the successful completion of both the AS-IS and TO-BE model. We appreciate the continued support our commands provided to building the FBS. If you have any questions, please contact the FBS project manager, Mr Dennis Bryson, DSN 596-1446.

NOTES FROM THE:

Deputy Assistant Secretary, Cost & Economics

by Mr LeRoy T. Baseman



Out Goes the Old...In Comes the New

For the last nine years, the Air Force Financial Management Analysis Bulletin Board (AF FMABBS) and the Air Force Worldwide Financial Management Analysis System (AF WWFMAS), have been providing the financial management community with electronic mail service, on-line information/data (budget, cost, financial policy, etc.), uploading and downloading of files, conferences on topics such as economic analysis and job announcements, and on-line financial consulting. These two systems allowed the Air Force to eliminate hard copy cost factor regulations and achieve worldwide information exchange at minimal cost. The DoD financial management community, support contractors, and other federal Departments found great utility in their use. But, with today's Internet capabilities and technologies, the overnight explosion of *home pages*, and people *surfing the net* via browsers, the time has come for the next generation SAF/FM financial management system—the SAF/FM Home Page on the World Wide Web (WWW).

The SAF/FM Home Page (URL: <http://www.saffm.hq.af.mil/SAFFM>) is now under construction and will soon be approved and recommended for use throughout the financial management community worldwide. In order to access the SAF/FM Home Page you will need to have a personal computer with a Windows environment, a browse program (*Mosaic 2.0.0 Final Beta* or later version or *Netscape*), and an Internet access. Preferably, you will be on a local area network (LAN) that is connected to Internet and that has the browse program available. This is the recommended method. If your office does not have this configuration, it is highly recommended that you plan for it in the near future. Without this configuration, you can still access the SAF/FM Home Page via a modem by dialing into a local internet provider such as Blockbuster or America On-Line for a small monthly fee. Speed is the main reason we recommend being directly on a LAN with Internet access. If you dial into an Internet

provider, you are limited to the speed of the modem at your end, and at the Internet provider's end.

The SAF/FM Home Page will replace both the AF FMABBS and AF WWFMAS effective 1 July 1996, and will be the primary electronic method for the financial management community to obtain current Air Force financial information, data, and models. **Mr Ray Scheuring**, formerly the System Operator for AF FMABBS and AF WWFMAS, is the *webmaster* of the new SAF/FM Home Page and will be responsible for keeping it current. If you would like your financial information/data/files to become a part of the SAF/FM Home Page or would like your home page be linked to ours, please call (DSN 225-5220) or forward an e-mail request to Ray at: HADMIN@AFCOST.AF.MIL. He will be happy to assist anyone in accessing and using the SAF/FM Home page.

The SAF/FM Home Page will contain all of the financial information/data formerly on the AF FMABBS and AF WWFMAS plus many new items such as *FMers in Action*, which will spotlight FM individuals, *The Air Force Comptroller* magazine articles, awards/promotion lists, TOP DOLLAR, career development, guidance and policy on Governmental travel card, MWR, war planning, mission statements, SAF/FM personnel (with the capability to click on their name and send e-mail to them), user-friendly graphics, color pictures of key personnel, etc.

Thus, with the appropriate drum roll, the old systems are out, and the new system is in. If you want to take advantage of the new SAF/FM Home Page, it is highly recommend you take the appropriate action as described above to obtain Internet access and a *browse* program to *surf the net*.





NOTES FROM THE:

Deputy Assistant Secretary, Financial Operations

by Mr John J. Nethery

Annual Chief Financial Officers Act (CFO) Financial Statements. The Air Force completed its submission of the FY95 General Funds and Defense Business Operating Funds CFO Financial Statements. While the statements are still not in compliance with all accounting and audit standards, progress continues to be made. Work is continuing on seeking ways to reformat the statements so that the information will be more relevant to MAJCOM and Wing Commanders. New performance measures were identified and included in the FY95 statements. This effort will continue during FY96. The overall presentation of the statements was enhanced and made more readable through the use of graphs, pictures, and a new format. Copies will be made available to MAJCOM FMs. Your suggestions are welcome!

Travel Reengineering. Mr Hale, during his visits to the field, has become aware of concerns about travel reengineering. To ensure that the enlisted community is involved and their views are expressed, the financial management team members have been expanded to include CMSgt Jim Magnotta. SAF/FM and Air Force pilot office personnel continue to work with AF/LGT, OSD's Reengineering Travel Transition Office, and the Defense Travel System Project Office to ensure a system that meets Air Force requirements and standards.

Fiscal Law and Antideficiency Act CD-ROM Training. For some time there has been a need to train personnel appointed to conduct investigations of potential violations of the Antideficiency Act (ADA) and to provide training in the basic principles of fiscal law. As a result, DrHamre has tasked the Defense Business Management University (DBMU) to develop a training course for these two areas that could be disseminated to a large DoD population. The CD-ROM has been selected as the preferred state-of-the-art media for this training. The project requires a front-end analysis be conducted to evaluate the course content. It will be conducted by DBMU, Service representatives, and Applied Science Associates (ASA), Inc. ASA was awarded the

contract through OPM for the development of the course.

The focus will be on the relationship of fiscal law principles to the duties and responsibilities of personnel involved in financial management, program analysis, management analysis, engineering and contract management, and program management.

The courses will also include extensive training/education on the constitutional and statutory foundations of fiscal law, the Antideficiency Act, other laws that impact on fiscal responsibilities, expired appropriations, obligating funds, intergovernmental acquisitions, operating/capital leases, expense/investment criteria, continuing resolutions, and payment and collections.

Upon completion of the ADA module, the student nominated to become an ADA investigator should be thoroughly familiar with the steps involved in conducting an Antideficiency investigation, processes and resources available to make an initial determination as to whether a violation has actually occurred, and time frames and requirements for reporting within the individual's Service or Agency.

A prototype product based on a game show format will be provided for demonstration purposes at the national ASMC PDI.

Long-Range Plan Goal 2—Improving Communication. SAF/FMP and SAF/FMC teamed up to put together a top-notch SAF/FM Home Page. As soon as SAF/PA approves the release of the home page, financial managers around the world will be able to access information such as SAF/FM personnel bios and photos, FM promotion lists, TOP DOLLAR news, *The Air Force Comptroller*, cost factors, ESP codes, E-Mail addresses and much more. The first World Wide Financial Managers E-Mail Directory has been completed. The directory will be available to all MAJCOM/FMs in hard copy and electronic format, and to all the financial managers via the SAF/FM Home Page. These two initiatives should help improve communication among financial managers around the world.

NOTES FROM THE:

Auditor General of the Air Force



by Mr Jackie R. Crawford

The Air Force Audit Agency Planning Process

Topic Identification

Identifying key audit issues is one of the most important tasks in the Audit Agency. A major challenge is directing our limited audit resources into areas with the greatest potential benefit to the Air Force. We realize that our resources will be most productive when we focus on problems that concern senior Air Force managers, and, therefore, we maintain close coordination with these customers. We are currently developing our annual audit plan for FY 1997. Here's how the process works.

Input From Customers

In December each year, we issue a *call memo* asking senior Air Force leaders to suggest audit topics. For our FY 1997 plan, we issued this *call* to 29 Assistant Secretaries, two-letter Air Staff officials, and MAJCOM commanders. Last year, we received over 100 audit suggestions from this process.

After we receive suggestions, auditors discuss each audit topic with a point of contact designated by the office or major command. We want to make sure we have a thorough understanding of the topic.

AFAA Research

In addition, our auditors perform independent research to identify audit topics they believe are important to the Air Force. Collectively, our personnel have extensive audit experience in each functional area and they rely on this experience to identify significant issues. During this process, auditors contact key Air Force officials and *bounce* their ideas off these officials to obtain a better understanding of the significance of the topic. Coordinating these topics with key officials also helps auditors define the scope and potential objectives of candidate audit subjects.

Coordination

After consolidating and prioritizing the potential audit subjects, we coordinate these subjects with other oversight organizations to preclude duplicate audits or excessive coverage in a functional area. These organizations include the General Accounting Office, Department of Defense Inspector General, and Air Force Inspection Agency. We also meet with these organizations during the year to update our plans.


The Final Audit Plan

After completing the coordination process, we make a final prioritization based on the amount of resources we have available. Since we have more audit topics than can be addressed, the prioritization process ensures we include the most significant audits. Again, customer coordination is a key factor in the prioritization process. The result is our final audit plan for the fiscal year. The FY 1996 Audit Plan contained 122 planned Air Force-wide audits in 27 functional areas, as well as 78 backup audits.

Planned Enhancements

Although we modify our plan throughout the year to immediately address time-sensitive audits, I believe we can further close the gap between the time we receive suggested topics and the time we begin audits. Therefore, an internal functional improvement team is reengineering our planning process so we can provide more timely audit responses to our clients.

Conclusion

Increased customer focus during our planning process is just one facet of our overall quality emphasis. We believe this focus helps us provide more value-added audit service to our Air Force customers. If you have suggestions for important audit topics, please send them to AFAA/DO, 1125 Air Force Pentagon, Washington DC 20330-1125. 



NOTES FROM THE:

Director, Defense Finance and Accounting Service—Denver Center

by Mr John S. Nabil

Electronic Document Management (EDM), also known as imaging, is under development by EDS, the DFAS EDM contractor. The initial DFAS implementation is scheduled for May 1996 at the Omaha Operating Location. This technology converts a hard copy document (contract, invoice, receiving report, etc.) to a digitized electronic image, routes the image to the applicable end-user, and simultaneously displays it on the end-user's computer monitor with the accounting application to be updated. EDM also prioritizes workload for the user and tracks and reports case status, aging, and productivity information.

We are also supporting an Air Force electronic document initiative that will eliminate the need to convert hard copy documents. The Financial Electronic Documentation System (FEDS), being developed by the Air Force Materiel Command (AFMC), is a base-level system which will provide some of the hard copy source documents, previously mentioned, in the electronic format we need. FEDS utilizes a base-wide Local Area Network (LAN) to transfer procurement, travel, and other accounting-related data around the base for coordination, approval, and action. It provides electronic signature capability and can be printed at any stage of processing using a **Delrina Form Flow** software package. If adopted as an Air Force standard system, this system will provide the opportunity for the much needed automated link between DFAS-DE and our Air Force customers.

Electronic Data Interchange (EDI). By now most everyone has heard of Electronic Data Interchange, often referred to as EDI, and wondered just what it meant. For DFAS, including the Denver Center, it is a new way of doing business, especially with the private sector. EDI is an industry term meaning the practice of doing business using public standard transaction sets. EDI utilizes the Accredited Standards Committee (ASCI) X.12 to develop uniform standards for electronic interchange of business transactions.

What all that means to us is the ability to communicate with any vendor in an automated electronic standard format. Here at the Denver Center, we are reengineering our vendor pay system to take full advantage of EDI. The process will begin with an electronic commitment document or requisition flowing from the requiring activity through finance for funding and then on to contracting for award of an electronic contract or purchase order. We will then receive the electronic contract to establish our contract record and record the obligation in the accounting system. The next step is receiving an electronic invoice submitted by the vendor and an electronic receipt record submitted by the receiving activity. The invoice and receipt record will be electronically matched with the contract and the payment will be computed and scheduled to be paid by electronic funds transfer (EFT).

The above business practices will be the norm in the not too distant future and will allow us to greatly improve our efficiency in doing business with the private sector. It will also allow elimination of hard copy contracts, invoices, receipt documents, and payment vouchers. The possibilities for improvement are not limited to just vendor payments or to doing business with the private sector. The standard transaction sets are available for anyone to use, and all of you should be looking at using EDI to support your current business practices.

NOTES FROM THE:

Standard Systems Group



by Lieutenant Colonel Charles B. Hester

I would like to update you on planned changes and improvements in our standard budget systems and enhancements to our Integrated Accounts Payable System (IAPS). Our initiatives represent only a portion of the efforts under way to continue support to our users worldwide, and to significantly enhance and improve our systems to better serve you.

Budget Systems Update

You've all asked for it, now it's coming—a *Windows* version of the Microbased Budget Automated System (MicroBAS). Within the next year, we will release a new improved MicroBAS. It will look like a *Windows* application, use most of the *Windows* capabilities, and still give you the functionality in MicroBAS. Testing at selected bases will begin in August 1996. We plan to offer training at Gunter Annex next fall and, as resources permit, provide on-site training. We suggest you get your budget analysts and resource advisors' equipment upgraded to run *Windows* applications. Stop by the MicroBAS exhibit booth at this year's ASMCPDI to see a demonstration. Keep up-to-date on MicroBAS status by surfing the net to our WWW homepage (<http://fin-web.ssc.af.mil/Welcom.html>) or dial into our BBS (DSN 596-2826).

For those of you involved in Congressional hearings and inquiries, you'll be glad to hear we are working with Air Staff to provide a new and improved Budget Enactment Management Information System (BEMIS). Requirements have been defined and testing began this March. While the system will be implemented in SAF/FMB, Air Staff functional users will have access. BEMIS tracks and suspenses Congressional hearings, inserts, and questions for the record to OPRs and OCRs. Status reports are also provided. Additionally, questions and answers will be maintained in the database allowing for research capabilities. The first increment implemented will be for inquiries, and the second increment includes inserts. BEMIS will become part of the Future Budget System (FBS) concept.

For the MAJCOMs asking about the migration of your Command Budget Automated System (CBAS) operation to the Defense MegaCenter (DMC) environment, that project is still in progress. The budget systems OPR, SAF/FMBMA-S, is working very hard with other SSG components and with the Defense Information Systems Agency (DISA) to move all CBAS support to the Montgomery DMC. The project has been a victim of the budget crisis, which has caused a delay in funding for required equipment upgrades. The CBAS migration was

a major topic of discussion at the Configuration Control Board meeting held at Gunter on 18 January 1996. The project was identified as a work stoppage situation and as a result, will be moved up in priority. Hopefully, this will get the ball rolling and there will be some good news to report in the near future.

The FBS project is moving ahead and picking up steam. Phase I of the project, Funds Management, has been designed, and full-scale development is currently under way as a joint effort between the Single Agency Manager at the Pentagon and the Standard Systems Group. Requirements for the remaining phases are being gathered concurrently with the development of Phase I. The way we do business today in the Programming, Budget, and Financial Analysis business process areas has already been documented and modeled. The result of this effort, known as the *As-Is* model, will be used as a baseline to reengineer the business practices and develop the *To-Be* model, from which the new, modernized system will be designed.

Integrated Accounts Payable Systems (IAPS)

The IAPS has two new enhancements tentatively scheduled for a May 1996 release. One of the enhancements involved modifying the Prompt Payment Act (PPA) Report program to allow both base level and consolidated Operating Locations (OPLOCs) and Regional Accounting and Finance Offices (RAFOs) to produce the reports stratified by site. This report is currently available only to OPLOC and RAFO level technicians with no capability to select data by site. Other changes to this process include totals for all discount lost reason codes, and grand totals by stock record account number (SRAN) and fund code. This application software effort ultimately provides the users at all levels a better tool with which to manage vendor payments. The other major enhancement required IAPS to increase the number of available unit of currency codes (UOC). Foreign currency processing is limited to 65 one-position codes. The regionalization initiative in Europe has demonstrated that this number is insufficient. To accommodate that initiative, we increased the length of the UOC from 1 to 2 positions, which required a redesign of the IAPS database and a major coordinated effort with the General Accounting and Finance System (GAFS). All applicable transactions between GAFS and IAPS were also modified by changing the location of the UOC within the transaction to GAFS. The UOC application software has been tested and is currently in place in Ramstein AB, Germany.



NOTES FROM THE:

Comptroller Training Flight

by Major(s) Jeffrey A. Bryan, Commander

Farewell and Thanks to Major Vereb

With sad hearts, the Comptroller Schoolhouse bid farewell to **Major Thomas Vereb** who left to assume command of the 82d Comptroller Squadron, Sheppard AFB. The leadership and vision that he brought to both the Comptroller training community and to the technical training environment will surely be missed. Needless to say, the school's recent recognition of a much deserved Special Acts and Services award is indicative of the leadership that Major Vereb brought to the schoolhouse. In addition to his leadership, there were many other facets to winning this award. Let me summarize some of the Schoolhouse's achievements under his command.

During FY95, almost every course in the school's inventory was updated to reflect career field changes and revised to minimize training hours. Overall, course lengths were reduced by an average of 14 percent, resulting in significant savings to scarce student work years and training costs. The greatest benefit of shorter courses is they allow us to send qualified personnel to field organizations faster than ever.

Another notable achievement under Major Vereb's watch was the development of nine new courses, expanding the school's total inventory from 19 to 27 (one course was deleted). This would have been a major challenge under any circumstance, but more so this year with 28 percent less employees than were on board a few years back. Still, over 1,800 financial managers benefited from our courses in FY95.

Of significant note was the development of two new 7-level courses as part of the Year-of-Training initiative. Financial Analysis and Financial Management and Service Craftsman courses concentrate on management, supervision, and contingency requirements. These courses will come on line in the near future and will positively impact

the quality of every Air Force enlisted member throughout the next decade.

In an effort to keep the Schoolhouse involved in training programs outside of the classroom environment, Major Vereb sent instructors to TOP DOLLAR competitions to serve as evaluators, role players, and assistants in the development of training scenarios. Our participation helps keep our instructors in touch with the training requirements surrounding contingency operations and contributed to the success of TOP DOLLAR.

Major Vereb's last article for *The Air Force Comptroller* spoke of the changing financial management environment and Schoolhouse efforts to not only keep up with new requirements, but to lead the way through innovative teaching methods. His clear vision for the future changed the direction of Comptroller training and will benefit financial managers throughout the Air Force and Department of Defense for many years to come.

As I try to fill the shoes left by Major Vereb, let me assure you that the continued delivery of the world's best financial management training will be our overriding goal. We will continue seeking new and improved ways to keep Air Force comptroller training at the forefront of the financial realm. Again, we say thanks to Maj Vereb for a job well done.

EDITOR'S NOTE: Major(s) Jeffrey A. Bryan assumed his current duties on 1 February 1996, relocating from the 82d Training Wing Financial Analysis (FMA) office. He brings a wealth of experience to the Schoolhouse from assignments in budget and financial analysis at Kelly AFB (AFLC), Bergstrom AFB (TAC), RAF Lakenheath (USAFE), and HQ Air Intelligence Agency (AIA).

NOTES FROM THE:

Professional Military Comptroller School

by Mr George Wingfield



Okay, I admit it—I work for DFAS and I am proud of it. So what the heck am I doing at PMCS? The answer is very easy—enjoying it! As the first DFAS associate assigned to the faculty, I am honored to represent DFAS and play some small part in helping shape the minds of our financial leaders of tomorrow. I am impressed with the quality of the program and the caliber of the students attending. PMCS has rightfully earned its reputation as the premier DoD professional development course for mid-career and senior financial professionals.

What has my first year at PMCS been like? In a word—challenging! From the long hours of lesson preparation to the late night pick up of guest speakers at the airport, PMCS has been more than a job but slightly less adventurous than a JUMANJI game. For those of you who may have been contemplating attending our course but have some questions about our program, let's look at who we are and what we do.

The Air Force started PMCS in 1968 as a way to improve the education of Air Force financial managers. The program was expanded in 1973 to include DoD-wide students. The six-week course is designed to provide professional development education to mid-career and senior financial managers. The 60-65 students of each class come from all Services and DoD Agencies and is approximately 40 percent military and 60 percent civilian. Grade structure ranges from Major to Colonel for military and GS-12 through GS-15 for civilians.

The curriculum at PMCS is divided into 10 major areas of instruction: Financial Management at the Executive Level, Information Management, Comptrollership in the Operating Activities, Comptrollership in the Acquisition and Support Activities, Analysis for Resource Management, Executive Communication, Economics for Resource Management, Leadership and Management, Total Personal Wellness, and Business Practices and Auditing. The faculty consists of six Air Force officer instructors (Major to Colonel), one Navy Commander, one Army Lieutenant Colonel, one Air Force civilian, and yours truly. Faculty members are assigned areas based on their personal area of expertise and are involved in all aspects of the education process including arranging for guest speakers, developing course material, and preparing and delivering classroom lectures.

One of the reasons PMCS enjoys such a tremendous reputation is the outstanding caliber of our guest speakers.

Guest speakers deliver approximately 50 percent of the course lectures. The majority of these speakers are flag/general officers or civilian equivalents, and provide our students with their unique perspective from the top. However, our students receive more than just a formal presentation from our speakers; they also get the opportunity to ask in-depth questions during question and answer periods. The remaining portion of the course consists of faculty lectures and seminars led by faculty and/or students. The seminar concept provides an excellent opportunity for students to exchange thoughts and ideas on current resource issues/problems.

PMCS encourages self-improvement during the six-week course. Each student has the opportunity to lead a seminar session, as well as give an eight-minute presentation to the seminar. Selected students are also given the chance to represent their seminar and present their speech to the entire class. Students can also volunteer to participate in a Toastmasters-type function to further improve their verbal skills. Likewise, the preparation of two papers help our students further develop their writing skills. At PMCS we realize that academics are only part of the story so our curriculum includes some form of fitness activity each week. Whether its bowling, volleyball, fitness walks, softball, or golf, our faculty finds a way to challenge our student's physical stamina and competitive drive. Additionally, weekly fitness points encourages our students to stay physically active during our six-week program.

The major emphasis of PMCS is group dynamics and team building. Therefore, the major competitive areas, academics and athletics, focus on seminar or team success versus individual accomplishment. Individuals not only represent themselves, but represent their seminar in the various competitions. Competition is keen and brings a little extra excitement to the six weeks.

President John F. Kennedy said that *Change is the law of life* and PMCS has undergone its share of change since our last class. **Colonel Sterling Roth** recently ended his tour as our Commandant and is replaced by **Colonel Mack D. Foster**. We also said farewell to **Lt Colonel Angel Rodriquez**. We have just completed a major renovation of our facility. The renovation caused us to delay the start of Class 96-B. However, I believe that everyone will agree that the wait was worthwhile. The place looks great.





NOTES FROM THE:

Comptroller Officer Assignments Section

by Major Joe Ward

Board Schedule

Major
Lt Colonel
Captain
Colonel

4 Mar 96
8 Jul 96
9 Sep 96
2 Dec 96

85 Yr Gp
80 Yr Gp
93 Yr Gp
75 Yr Gp

Welcome Aboard

The main topic of this article is **officer promotions**. But before we delve into this topic, I would like to introduce my successor. **Capt Lori Wortman** has been selected to replace me as **Chief, Financial Management and Comptroller Officer Assignments**. As the career field's new assignment officer, Capt Wortman brings with her a broad background in financial management. She began her career as a cost analyst in the weapon system acquisition arena. Her next assignment was a cost analyst in O&M and from there went overseas as a base budget officer. She is presently assigned to HQ AFMC as Chief, Military Resources, Financial Management Directorate. As you can see from her resume, she has had both weapons systems acquisition and base level financial management assignments and will be able to provide quality career advice and counseling to all career financial management officers.

Performance

Now let's talk about promotions. In an *up or out*

promotion system, being informed and educated on how the promotion system works is essential. Performance has been and will continue to be the single most important factor in determining an officer's potential for promotion. You have probably heard this before and will undoubtedly hear this time and again throughout your career, *the most important job you have is the one you have now*. Performance in your present job is being used as a barometer by your supervisor in assessing your future potential. Again, performance is the biggest factor used by promotion boards in determining who will be promoted and who will not.

Whole Person Concept

In addition to job performance, other areas are also factored in to determine whether you will be promoted. Promotion board panelists also review job progression, PME, awards, and decorations. They are chartered to look at each officer in terms of the *whole person concept*. Panelists use the *whole person concept* to assess factors as job performance, professional qualities, leadership,

depth and breadth of experience, job responsibility, academic and professional military education and specific achievements. Has the officer taken the initiative to complete their PME? Has the officer pursued and obtained an advanced academic degree? Is the officer gaining depth of experience in their career field as a junior officer? Is the officer in a leadership position as a field grader? All of these factors collectively, in addition to job performance, are looked at carefully in assessing the *whole person concept*.

Competition

What has happened to the Air Force officer corps during the past ten years? The Air Force has downsized by about one-third. That's right, there are roughly 33 percent fewer officers in the Air Force today as compared to 1986. What about in our career field? In the financial management career field, we had 1,500 authorizations in 1990. Today, we are down to less than 1,000 authorizations. This equates to approximately 33 percent fewer comptroller officers over a five-year period. What impact has this massive downsizing had on

promotion opportunity? During the drawdown of the 1990s, we lost a significant number of officers to early retirement programs such as VSI, SSB, and the SERB process. Losses of in-the-zone officers equate to *fewer promotion quotas*. As a result of this downsizing, promotion board panelists are reviewing more competitive records and are faced with a difficult task in determining which of those *quality* records are going to be promoted. This competition has never been more intense than it is today. In addition to increased competition through downsizing, the Air Force is *limiting* promotion opportunity to the Defense Officer Personnel Management Act (DOPMA) *minimum*. In accordance with DOPMA, there is a 10 percent range for officer promotion opportunity. For example, DOPMA range for Majors is 70 - 80 percent and is 60-70 percent for Lt Colonels. The Air Force Secretary has adopted the minimum rate. I recently came across a quote from Colonel Vinal, chief of the Selection Board Secretariat at the Air Force Personnel Center, *The quality of the officer corps in today's Air Force is extremely high, and as a result of the force drawdown, the promotion opportunities for these high quality officers have been reduced. The combination of these two factors means there are good officers who are not getting promoted. As the panelists struggle to separate those who will be promoted and those who will not be promoted, you cannot afford to provide the panelists with an excuse to not promote you. An officer who has not filled in all of the squares, may be an easy target for a promotion board to separate from the pile of those who will be promoted. The bottom line is promotions are getting tougher and tougher. We have higher quality officers*

competing for fewer promotion opportunities.

Questions About Officer Promotions

These questions and answers were released in a recent article by the Air Force Personnel Center.

Q: Does every member of a promotion board score every record?

A: No. One panel, made up of five board members, scores an officer's record. The board uses a 6-10 point scale using half point increments (6.0, 6.5, 7.0) with a 7.5 representing an average score. They must score the ballots secretly with no discussion between members about the individual's record. If scores of two or more members disagree by more than 1.5 points (7 and 9 for example), then that record is returned to the panel to discuss and resolve the difference. This ensures no one board member can bias an officer's selection or inadvertently miss a significant item in the record.

Q: For in- and above-the-zone promotion, how is the order of merit determined in deciding who gets promoted?

A: After each record is scored, all five board members' scores are entered into a computer to obtain a board score between 30 and 50. The records are ranked-ordered to determine the order of merit from lowest to highest. To determine who is promoted, the board quota is proportionately applied to each panel's order of merit.

Q: How does the Air Force know when to schedule a promotion board?


A: Boards are scheduled based on when the previous promotion list is expected to be

exhausted. The 8 July Lieutenant Colonel's board is scheduled so the list has time to be approved by the Secretary of the Air Force and confirmed by the Senate in order for people to begin pinning on rank when the list from the October 1994 board expires.

Q. How are promotion rates for each board determined?

A: The DOPMA recommends minimum promotion opportunities. For Lieutenant Colonels, the opportunity is 70 percent. Due to downsizing, the Air Force adopted the DOPMA minimum rate (approximately 62 percent).

Promotion opportunity, as determined by the SECAF, may vary from this rate based on needs. When determining the rate, factors such as expected force losses and strength levels are considered.

One last point to keep in mind as we conclude this discussion on promotion, *officers are not promoted but records of officers are*. The promotion board panelists review what is in your record. You have invested a great deal of time and energy in building a successful career, please take time to ensure your record is correct and up-to-date. 

NOTES FROM THE:

Chief for Enlisted Matters



by CMS James J. Magnotta

By now you might have guessed that I spend a considerable amount of time traveling around the financial management and comptroller community sharing information and providing updates on current issues impacting our career field. One issue that will impact us for the foreseeable future is the merger of AFSCs 6F0X1 and 6F0X2.

Our folks at Sheppard AFB have done an excellent job in developing the specialty training standard (STS) and in keeping the merger on track. We expect to complete coordination of the new STS this month. The new AFSC awarding 3-level course will be developed using this new STS. The first 3-level course should be up and running in October 1997. The course will last approximately 60 days. Career development courses (CDCs) for the merged career field are expected to be available in the summer of 1998. To facilitate upgrade training there will be two CDCs, one for the 5-level and one for the 7-level. We are on an aggressive schedule and look forward to 1998 when the merged career field walks on its own. Merging of 6F1X1s into a single enlisted career field is still the plan, but we want to let the X1/X2 merger settle somewhat before making more changes.

The Career Field Education and Training Plans (CFETPs) for

our enlisted AFSCs are nearing completion. We are in the process of reformatting some pages and expect to go to the publishers in early May 1996. The CFETP will include some excellent career guidance that has been long overdue. Use it CFETP.

More good news from Sheppard AFB—our 6F070 school is just about ready to open its doors. On 4-15 March, Sheppard conducted a pilot class. MAJCOMs were tasked in early February to provide students to attend the pilot class and make changes where needed. There are approximately 70 quotas for the remainder of FY96 and we will fill those quotas based on most eligible for upgrade. The 6F1X1 course will follow shortly. Just a reminder, attendance at the 7-level school is mandatory before an individual can be upgraded.

On 20-24 February I hosted a senior NCO workshop at Tyndall AFB FL. Attendees included MAJCOM functional managers, the senior enlisted representative from each DFAS operating location (OPLOC) and briefers from the Pentagon and AFPC. It was one of the best workshops I can recall. We had frank discussions on current topics and developed action plans to work issues. Senior enlisted representatives from the OPLOCs gave detailed briefings on their OPLOC locations, mission, support programs, and

what to expect from a tour at their OPLOC. DFAS OPLOCs are a part of our career field and must receive the same support we give our other MAJCOMs. An assignment to an OPLOC is just that—an assignment. In addition, we focused on the need to improve our training programs and developed a plan to achieve that goal. An excellent week and I thank all of you who attended and contributed. A special thanks to SMS Sandy Lail and her troops from the 325FW who served as our hosts.

This summer will begin another TOP DOLLAR cycle, and will be very important for all involved. It will be our last Air Force-level competition until 1998. As such, we need to focus on making this year the very best. Let's ensure we leave a positive and lasting impression of TOP DOLLAR. Do your very best as role players, evaluators, first sergeants, support troops, or whatever you're called upon to do. Support other MAJCOMs as you expect to be supported. Senior NCOs (especially Chiefs) should attend as many competitions as possible. The success we have achieved with TOP DOLLAR is attributable to level of effort. Make it all it can be!

PROMOTIONS



Mr Colucci



Col Conner



Mr Dawes



Mr Farinelli

Mr. Anthony Colucci, to GS-15, is the Director of Financial Systems and Reporting, SAF/FMPS, Washington, D.C.

Colonel Carl W. Conner, is the Deputy, Financial Management and Comptroller Directorate, OO-ALC/FM.

Mr Robert E. Dawes, to GS-15, is the Associate Director, AFAA/FSC, March AFB CA.

Mr Jack Farinelli, to GS-15, is the Associate Director, AFAA/FSO, Support Operations Division, March AFB CA.

Mr Wayne L. Foster, to GS-15, is the Chief, Financial Management, ASC OL-FM/YAF, Wright-Patterson AFB OH (No Photo Available).

Ms Tracy Meyer, to GS-15, is the Assistant for Military Construction, SAF/FMBIC, Washington, D.C. (No Photo Available).

Mr Michael J. Novel, to GS-15, is the Assistant for Integration, Space, and Technology Division, SAF/FMBIM, Washington, D.C. (No Photo Available).

PROMOTIONS (Continued)

Air Force Audit Agency

Bromley, Catherine, to GS-14; QLR/
Hanscom AFB
Curry, Mona, to GS-13; QLQ/
Wright-Patterson AFB
Facen, Latanya, to GS-12; QLR/Kelly
AFB
Freitag, Tamara, to GS-12; QLR/Hill
AFB
Harris, David, to GS-12; FDW/
March AFB
Hollingsworth, Chester, to GS-12;
FDE/Dover AFB
Kreger, Michael, to GS-12; FDW/
March AFB
Land, Linda, to GS-12; FDC/Cannon
AFB
Lechtenberg, Norman, to GS-13;
QLS/Wright-Patterson AFB
Mesley, Stephen, to GS-12; FDW/
Randolph AFB
Murray, Michelle, to GS-12; QLR/
Wright-Patterson AFB
Oswald, Billie, to GS-14; FM/
Pentagon
Pastor, Joseph, to GS-14; FDC/Scott
AFB
Pennington, Sidney, to GS-12; QLR/
Hill AFB

Air Force Materiel Command

Allen, Daniel L., Jr., to Capt; ASC/
XRP
Ayo, Christal, to GS-12; SA-ALC/
FMPF
Brant, Daniel E., to Capt; ASC/
YWM
Bustos, Diane R., to GS-13; RL/
FMD1
Cordero, Jorge J., to Capt; SMC/
MCP
Corley, Patricia, to GS-12; OC-ALC/
FMIBC
Draper, Beverly, to GS-12; PL/
FMBA
Dryden, Sue, to GS-13; WR-ALC/
FMLMB
Elliott, Nancy H., to GS-12; ASC OL-
FM/VXF
Gaskin, Jerry T., GS-13; AFDTC/
FMTT-TSTB
Goddard, Paula W., to GS-12; WR-
ALC/FMFAA
Hensley, Roger, to GS-12; OC-ALC/
FMIBC
Hilton, George, to Maj; SA-ALC/
FMIR
Holmes, Bernard, to Maj; SA-ALC/
FM
Horne, Linda, to GS-12; WR-ALC/
FMLRC

Hurst, Deron L., to Capt; ASC/LYC
Iselo, Jean F., GS-14; RL/FMD
Kirchhoffer, Jennifer S., to Capt;
ASC/LUM
Littlejohn, Raymond, to GS-12; SA-
ALC/FMIR
McBride, Verna J., to GS-12; ASC
OL-FM/MNPB
McLaughlin, Linda, to GS-14; ASC/
FMB
Mitchell, Jennifer L., to Capt; WL/
MLF
Mitchell, Robert L., to Capt; SMC/
CLP
Montoya, Donna M., to GS-12; ASC
OL-FM/YAF
Myers, David W., to Capt; SMC/FM
Plendl, Thomas E., to CMS; AFDTC/
FMF
Rieck, Gregory A., to Capt; ASC/
YPF
Robinson, Kenneth, to GS-12; SA-
ALC/FMIO
Rodgers, Carlos, to GS-13; AFDTC/
FMTO-OSXB
Saldano, Paul H., to Capt; SMC/CFP
Shenk, Terri L., to GS-14; RL/FMB
Shimel, Brian D., to Maj; SMC/MCP
Sims, James R. Jr., to LTC; ASC-OL/
FM
Singleton, Danny, to GS-13; WR-
ALC/FMLRC
Singleton, Debra A., to GS-13; WR-
ALC/FMPX
Spencer, Linda, to GS-12; SA-ALC/
FMIO
Stevenson, Lisa M., to GS-13; ESC/
FMP
Swader, Samella G., GS-12; WR-
ALC/FMFAA
Ward, Ruth, to GS-13; PL/FM
Warren, Evelyn, to GS-12; AGMC/
FMOC
Williams, Darrell L., to Capt; ASC/
VFF
Willis, Linda, to GS-13; WR-ALC/
FMLRB
Wong, Deanna, to GS-12; SA-ALC/
FMIR

Air Force Space Command

Dubose, Richard, to GS-12; Peterson /
FMA
Gibson, Nancy, to GS-12; Peterson/FMA
Grant, Kelvin L., to MSgt; Vandenberg/
FMA
White, Roy C., to CMSgt; Patrick /FMF

Air Force Special Operations Command

Rampley, Virginia K., to LTC; 16

CPTS/FM

Reyes, Rose Q., to MSgt; HQ
AFSOC/FMAS

Air Mobility Command

Key, Tommy R., to MSgt; Scott/
FMFS
Krutsinger, Bradley S., to Capt; HQ
AMC/FMB
Schwebke, Brion L., to GS-12; HQ
AMC/FMB
Stong, Timothy M., to Capt; Travis/
FMA
Yokom, William J., to CMS; Grand
Forks/FMF

Air National Guard

Kosinski, Paulette M., to MSgt;
168ARG/FMFP

Pacific Air Forces

Anderson, Michael T., to MSgt; Kadena
AB
Armstrong, Dale R., to MSgt; Eielson
AFB
Carlson, Diane S., to SMSgt; Eielson
AFB
Dennison, Martinez, to MSgt;
Kadena AB
Kelly, Michael L., to LTC; Eielson
AFB
Lawhorn, Gary D., to SMSgt;
Elmendorf AFB
McClure, Paul A., to LTC; HQ
PACAF/FMAM

USAF

St Pierre, Richard A., to MSgt;
FMFM

United States Air Forces in Europe

Baker, James M., to MSgt; 48 FW/
FMA
Biser, Bruce C., to Maj; 31 CPTF/CC
Greenan, Michael, to CMSgt;
26AFS/RAF
Dillon, Dennis D., to Maj; HQ
USAFE/FMAOM
Gonzalez, Glena, to MSgt; 26 AFS/
RAFA
West, James to MSgt; 52 FW/FMF

USSOCOM

Peterman, Gina, to GS-12;
USSOCOM SOJ8-CI

SAF/FM

Hammonds, Vera J., to GS-11; SAF/
FMBMR
Suski, Deborah, to LTC; SAF/
FMBMR

GENERAL OFFICER ACTIONS

On 21 December 1995 the following Colonels were selected for promotion to Brigadier General:



Colonel Wood

Colonel Clayton G. Bridges, Comptroller, HQ AMC, Scott AFB IL (No Photo Available).

Colonel Rodney W. Wood, Comptroller, HQ AETC, Randolph AFB TX.

Congratulations!



RETIREMENTS

Air Force Audit Agency

Alexander, Robert, GS-12; FDC / Davis Monthan AFB
Harvey, Eleanor, GS-13; QLR / Wright-Patterson AFB
Herren, Edith, GS-12; FDW / Randolph AFB
Knepper, Beverly, GS-13; FDE / Shaw AFB
Lynch, Timothy, GS-13; QLR / Tinker AFB
Rangel, Angel, GS-12; QLR / Tinker AFB
Sims, Bob, GS-12; FDW / Randolph AFB

Air Force Materiel Command

Aldodus, Lawrence, GS-12; OO-ALC / FMR
Comerford, Daniel R., GS-14; SMC / MTP
De la Cruz, Asna, GS-13; SA-ALC / FM
Despain, Merrill, GS-12; OO-ALC / FMDS
Fellabaum, Patricia A., GS-13; SMC / CEP
Gaffey, Patrick, G., GS-12; SA-ALC / FMXC
Markosian, David, GS-12; OO-ALC / FMDF
Mills, Alan, LTC; PL / FMB
Moore, Wayland E., GS-12; SMC / FMPS
Park, William J., GS-13; 61 ABG / CE

Perez, Jesse, GS-12; SA-ALC / FMXS
Pierce, Thompson, Penny E., GS-14; ESC / TN
Ritchey, Gail D., GS-13; SMC / CLP
Ririe, Farrell, GS-12; OO-ALC / FMBA
Schmidt, Janet G., GS-12; SMC / FMPR
Schmidt, Paul, GS-12; OO-ALC / FMR
Souza, Betty L., GS-12; SMC / MTPB
Stallworth, Gwendol, GS-13; SMC / FMB
Tiernan, Annette, GS-14; SMC / FMB
Wertz, Carolyn F., GS-12; SMC / CWB
Whetman, David, GS-12; OO-ALC / FMDF

Air Force Reserve

Susaraba, Joseph M., GS-12; Andrews AFB / FMA

Air Force Space Command

Housley, Martha J., MSgt; FE Warren AFB DAO-DE
Ray, Robert M., TSgt; FE Warren AFB / FMI

Air Mobility Command

Hunt, Patricia C., GS-12; HQ AMC / FMI

Air National Guard

Williams, Gary A., MSgt; 168ARG / FMI

Pacific Air Forces

Kanja, Jean Y., GS-12; HQ PACAF / FMAOS
Solomon, Loretta, TSgt; Misawa AB

USAF

Peppers, James T., Maj; FMA
Wikler, Gerald L., MSgt; DAO-DE

United States Air Forces in Europe

Kistler, Dorothy, SSgt; 26 AFS / RAFM
Munroe, Arnold G., MSgt; 31 FW / FMF
Targett, Barbara J., MSgt; HQ USAFE / FMAMI

USSOCOM

Jones, Anthony, MSgt; USSOCOM SOJ8-CX
Sickles, Bobbi, GS-13; USSOCOM SOJ8-CI

11 WG

Cole, Dewey, Jr., GS-14; 11 WG / FMI

DFAS

Jancouskas, William F., SMS; DFAS-DE / MP
Jones, Walter, GS-13; DFAS-DE / CI
McCann, Michael J., MSgt; DFAS-DE / FJY
Nagle III, Adrian F., GS-13; DFAS-DE / CF



Assistant Secretary of the Air Force Financial Management and Comptroller





the AIR FORCE

COMPTROLLER

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U.S. AIR FORCE



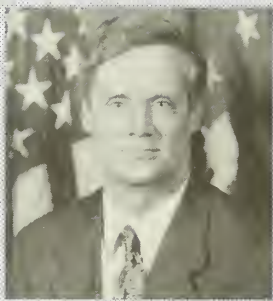
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THE COMPTROLLER'S CORNER

Celebrating Our First 50 Years Planning For Our Next 50

The Air Force will celebrate its 50th anniversary next year. However, Air Force comptrollership actually began more than a year earlier when, on 15 June 1946, Lt General Ira Eaker established the Office of the Air Comptroller. This edition of *The Air Force Comptroller* magazine celebrates our first 50 years while also looking forward to the next 50.

Much has changed regarding Air Force comptrollership since 1946. But much still remains the same. In an effort to provide our readers a perspective on comptrollership since our inception in 1946, we are republishing two articles in this edition of the magazine. The first was written in 1955 by Lt General Manuel Asensio, one of the first Comptrollers of the Air Force. I believe you will find General Asensio's view of the first 10 years of Air Force comptrollership particularly insightful. I authored the second article one year ago for our sister magazine, *Armed Forces Comptroller*. In that article I discuss today's challenges.

While we celebrate our first 50 years, we also want to focus on our next 50. I am, therefore, particularly pleased that General Ron Fogleman, Chief of Staff, United States Air Force, has authored an article that touches on the future of Air Force financial management (see page 4). Of course, we in the Air Force financial management community are the ones who must sustain and improve our community. And we are doing just that through our long-range planning effort. On page 11 you will find an article reporting on our planning efforts.

On this special occasion, I would like to commend the entire financial management community for your outstanding contributions to our nation's defense and the successful accomplishment of the Air Force mission. Your service has always been and continues to be remarkable. In addition, I want to thank retired Air Force Lt General Robert D. Springer, the Executive Director of the Air Force Memorial Foundation, for allowing us to use the Air Force's 50th Anniversary logo on our magazine cover. We are indeed honored to display this beautiful symbol of our glorious and proud heritage.

A handwritten signature in dark ink that reads "Robert F. Hale". The signature is fluid and cursive, with the first name "Robert" being the most prominent.

ROBERT F. HALE
Assistant Secretary of the Air Force
(Financial Management and Comptroller)

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Ms Gloria R. Jaskiewicz
Editor

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Commemorating the 50th Anniversary of Air Comptroller

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About the cover: Special thanks to Lt General Robert D. Springer (USAF, Ret) and the Air Force Memorial Fund for allowing us to use the 50th Anniversary logo.



Leading the Way in Financial Management

by General Ronald R. Fogleman
Chief of Staff, USAF

On the occasion of the 50th anniversary of Air Force comptrollership, I wanted to take this opportunity to tell you—the members of the Air Force Financial Management community—just how important you are to the success of the nation's Air Force. You are valued members of our Air Force team.

Our team is made up of active duty members, civilians, Guardsmen, and Reservists who serve in a variety of specialties and functions. All are critical to achieving total mission success. The Air Force is particularly fortunate to have dedicated professionals such as you to provide the sound financial management advice and direction necessary to support this enormous military organization of over 770,000 people and 90 major installations.

Your dedicated efforts in the FM community directly support my priorities for the Air Force in 1996—**people and modernization**.

Helping Put People First

People first initiatives will continue to receive priority consideration in our Air Force. We understand that quality of life has a significant impact on the readiness of our people. So, we're pursuing fair and adequate compensation; adequate housing, quality medical and dental care, expanded child care, improved recreational facilities, and other programs to take care of our most important resource—our people.

To generate needed funds, we must make our support structure more efficient. The FM community plays an important part in that effort by efficiently formulating and executing budgets to get the most from available dollars.

You also help make **people first** in the Air Force by providing quality financial services. Pay and travel problems frustrate our people and our vendors/suppliers and may even hinder mission readiness. Your efforts to minimize those problems are on target.



FM professionals are also at the forefront of those seeking to free up scarce funds through streamlining and consolidation. For example, you are working hard to consolidate accounting operations in the Defense Finance and Accounting Service (DFAS). That consolidation should eventually permit savings similar to our operations in Europe, where we have realized personnel reductions of more than 10% while continuing to provide timely, high-quality service.

The new **Defense Travel System** that you will soon begin to implement also promises efficiencies and better service. New software will speed voucher processing, and although still maturing, the **American Express Card program** has already eliminated many wasted hours spent waiting in line for cash advances.

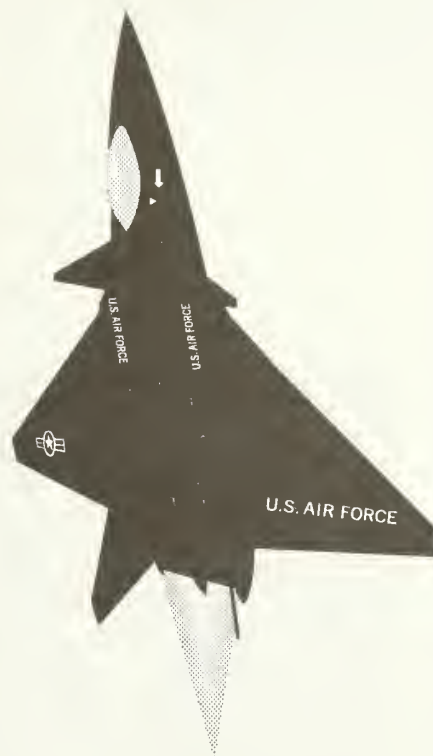
Finally, people come first in your own community. Your **FM long range plan**—that Mr Hale's article describes—has focused on people issues including the **civilian interview process**, **squadron commander boards**, and **improved training**. I'm pleased to see your efforts to **improve communications** in your far-flung community like **creating a World Wide Web Home Page** and **installing local area networks**. You've also established the highly successful **TOP DOLLAR** training program which has greatly improved our readiness for war.

Facilitating Modernization

I also appreciate the role played by the FM community in supporting my second priority—**modernization**. Since we don't have sufficient funds to procure all the systems we require at one time, the Air Force has developed

a balanced, time-phased modernization program to field the capabilities we need to defend America in the future.

Our near-term priority is acquiring 120 C-17s to replace



our aging C-141s. The combat proven C-17 will provide rapid, global mobility for the nation's CONUS-based contingency force.

In the early mid-term, we're **upgrading the conventional capability** of our long-range bomber force and procuring a family of precision weapons to leverage the range and payload of these bombers.

In the later mid-term, we're developing the **Evolved Expendable Launch Vehicle** to provide affordable and assured access to space, and we're developing the **Space Based Infrared System** to provide enhanced warning of ballistic missile attack to theater forces.

We're also procuring the CV-22 to enable our special operation forces to continue to provide the leading edge of US crisis response capabilities.

Then in the far-term, we're developing the **F-22** aircraft to ensure that US forces have the air superiority that is so critical to the success of any military operation. To address the need to replace our F-16 multi-role fighter in the first decade of the 21st Century, we are developing the **Joint Strike Fighter (JSF)**.

The Air Force FM community supports our modernization efforts across many fronts. The efficiencies noted above help make funds available, but you also contribute directly. Highly trained and motivated FMers execute the complicated budgets associated with major weapon systems and employ sophisticated analytic techniques to assess costs of planned programs. The result—FM expertise improves our planning efforts.

A Bright Future

In my view, your many accomplishments guarantee a bright future for not only the FM community, but the entire Air Force as well. You are important to the Air Force mission.

I see a bright future for Air Force FM because you are helping lead the way in innovation in the Department of Defense. You're making progress in moving the Air Force toward leaner and more efficient financial operations. Your efforts to improve and standardize

***I see a bright future
for Air Force FM. . .***

Leading the Way in Financial Management (Continued). . .

operating procedures, ensure consistency and accuracy of information, eliminate redundancy, and provide centralized leadership and oversight in accounting and finance operations are already producing benefits for our Air Force. You've tackled one of the largest and most complex financial organizations in the world, and you're gradually moving it toward a streamlined system that will better serve the people in the Air Force, and our mission, and in the process the American people.

It will take a variety of dedicated people—military and civilian FM professionals—to sustain this record of accomplishment. I'm confident blue-suiters will always be a vital element of our FM workforce to meet our wartime needs. Our top-notch civilians ensure continuity and provide an invaluable corporate memory.

Our continued success in defending America rests upon a total team effort within the FM community as well as across the entire Air Force. I encourage you to continue to pursue *out of the box* thinking to develop new and improved ways to conduct the full scope of FM operations.

With your help, we will ensure that the **United States Air Force** remains the world's most

respected air and space force as we enter the 21st Century.



Our top-notch civilians ensure continuity and provide an invaluable corporate memory.

I'm confident blue suiters will always be a vital element of our FM workforce. . .



Comptrollership—Service to Military Management

Lieutenant General Manuel J. Asensio, USAF
Deputy Chief of Staff, Comptroller
United States Air Force

Reprinted from the *Armed Forces Comptroller*, Vol I, No.1, July 1956

Just about ten years ago the Air Force introduced the concept of Comptrollership—a modern business concept theretofore applied only in part and often accidentally—to the military services. Its rise since that time has been steady and successful and it has now taken its place as a valuable addition to military management.

The aftermath of World War II with all of its lessons in resource limitations emphasized the vital necessity for paying more attention to resource management during peace time when military expenditures are held to a minimum. Mr Robert A. Lovett, the then Secretary of War for Air, summed up the problem nicely. He wrote to the Commanding General on 5 October 1945 and said, *The complexity of a modern Air Force, coupled with its global field of operations has been great; the complexities which face a smaller Air Force in physical size will be even greater in the future because the limitations of funds and of personnel will not permit the margin of safety against error given by multiple projects but will require a more accurate selectivity of projects and a more intense follow-up of the application of the limited funds allocated to such projects. In short, we must be sure that we get a full dollar's worth out of every dollar expended.*

Mr Lovett's foresight was indeed prophetic. In fact, the need for the business concept of Comptrollership was accentuated by subsequent developments.

Cold war tension, Korea and the requirements for a larger peace time Air Force than was ever contemplated, gave impetus to methods for better management of resources. Today, during this period of changing costs and stepped-up military expenditures, the problem is even more acute. Managing for requisite military strength over the long haul is a mammoth task. It involves considerations of both economic strength and military strength. Comptrollership has become of valuable assistance to the attainment of both.

To understand the full impact of Comptrollership and what it can accomplish as a service to military management, it might be well to go back to the concept in its original setting.

Back in 1946, there existed in the Army Air Force three separate supporting management functions, all reporting to the Commanding General. These were the Office of Program Monitoring, Office of Statistical Control, and the Budget and Fiscal Office. Each of these offices performed essential functions and provided a part of

the information for effective management, but no single organization was then in existence to give the Commanding General and his staff the coordinated technical information and analyses of conditions and future prospects which were so important to complete understanding.

Basically, therefore, it was the aim of Comptrollership to pull together related functions of an informational and financial nature and to centralize the collection, recording, and analysis of operating information under a Comptroller who would insure that the various "managers" of the Air Force had the best possible facts in the best possible form to guide their decisions. It was obvious that integrating allied functions would produce broader and more valuable service to management through a more effective organization.

The organizational planners of the Air Force decided to place the Comptroller on the same level as the other Deputy Chiefs of Staff for Personnel, Materiel and Operations, and later on, the DCS/Development.

From a conceptual point of view this strengthened the Comptroller's position as a working partner on the Air Force



management team. Instead of controlling or policing actions by looking over shoulders, it devolved upon the Comptroller to accept full responsibility as a staff advisor, as well as to be a consultant in financial matters, and to undertake the separate responsibility for providing service and guidance in the technical areas under his direction. These originally embraced auditing, budgeting, disbursing, statistical reporting, and management analysis. In 1951, accounting became a separate operating function under the Comptroller.

Title IV of the National Security Act of 1947 specified:

Departmental comptrollers shall be under the direction and supervision of, and directly responsible to, either the Secretary, the Under Secretary, or an Assistant Secretary of the respective military departments: Provided, That nothing herein shall preclude the comptroller from having concurrent responsibility to a Chief of Staff.

In accordance with this law, the Comptroller of the Air Force is responsible to the Assistant Secretary for Financial Management with concurrent responsibility to the Chief of Staff. The functions performed by the Comptroller constitute a service of major importance to each of these offices.

Our officers, airmen, and civilians in management positions are determined to eliminate non-essentials and are anxious to avoid waste and misdirection of resources wherever they exist. They appreciate that every unjustified expenditure is a subtraction from needed striking power. Their problem lies in the identification of areas of possible improvement.

Comptrollership contributes to this effort not by emphasizing the "dollars and cents" approach to management but rather in demonstrating the causative factors that have produced the indicated financial results. Corrective measures become the province of the office of primary responsibility rather than of the Comptroller himself. Thus, at all echelons the Comptroller finds himself playing the role of interpreter as between the plans, programs, and operations which are generally understood and the technical language of finance, which need not be in the everyday lexicon of military activities. With proper personal relationships, the Comptroller may offer advice freely; but he certainly must avoid assuming authority in any dictatorial sense.

The involvement of all participating elements in the overall management of a command necessitates on the part of all the knowledge and appreciation of the available resources and the conflicting or competing claims upon them. These resources are basically in the form of personnel, materiel, and funds. The necessity for understanding the part played by each has injected into the Comptroller area a dynamism not commonly associated with this function.

In 1953 there was published, under the title *A Financial Control Plan for the US Air Force*, a forward looking approach to the solution to the problem of education. This was, perhaps, too advanced for immediate acceptance with the changes in governmental procedures that were envisioned both within and without the Air Force. The words "Financial Control Plan" were unfortunate because of the implication that dollars or finances would control rather than that the

essential requirements of operations would govern.

The title was, consequently, modified to *The Financial Management System of The United States Air Force* to avoid these unfavorable aspects. The general lack of acquaintance with the mysteries of finance, however, has led to some misunderstanding. Designation as a "System" implies something separate and apart, while "Financial Management" again might be construed to indicate that management can be achieved only through dollar control.

The real objective is to add another tool to those already available to commanders, and thus to furnish a financial service to management in terms of total resources. Its application on a test basis indicates that it will serve both in widening the horizons of the commanders of all echelons and as a valuable adjunct in accomplishing his military purposes.

To understand and appreciate the full potentiality of Comptrollership or any other instrument of management, we must first understand the Air Force and its mission in life. Its supreme mission is to prevent war and secure peace under acceptable conditions. These military objectives involve everything it does, whether it be responsibility for strategic air warfare; defeat of enemy air forces; air defense of the United States; or tactical warfare in conjunction with other services. All Air Force resources—human and material—are devoted to those purposes. The job of management then is to insure that the resources are used prudently and effectively within this general framework.

Comptrollership—Service to Military Management

• 40 Years Later

Reprinted from the
Armed Forces Comptroller,
Summer 1995

by The Honorable Robert F. Hale
Assistant Secretary of the Air Force
(Financial Management and Comptroller)

In 1945, Secretary of War for Air, **Robert A. Lovett**, stated that efforts at careful resource management, as evidenced by the introduction of the concept of Comptrollership, must continue because the Army Air Force had entered a cycle of sharp contractions, reduction in expenditures, and competition between Services for scarce resources. Writing ten years later in the inaugural issue of this magazine, **General Manuel Asensio**, one of the first Comptrollers of the Air Force, again emphasized the need for careful resource management. General Asensio noted that this need was equally true in periods of stepped up military expenditures as in periods of contraction.

Goals Remain Unchanged

The need for careful management of resources is just as evident today as when **General Asensio** penned his article in the 1950s. Also, now as then, the Comptroller community remains a key player in efforts to achieve wise management of resources. Indeed, the mission statement for the Air Force financial management community begins with the phrase, *Provide resource management support*. . . .

The impetus for careful management of resources has

also remained remarkably constant over the years. The late 1940s and 1950s witnessed sharp expansion and contraction of defense resources. So, too, did the 1980s and 1990s. That cycle of expansion and contraction may well continue. Over the next couple of years, concerns over the dangers of the post Cold War world could lead to some increase in the resources available for defense. But, if this country is to balance the federal budget soon after the year 2000, defense resources may contract yet again.

Tools and Mechanism Have Changed

While the goals have remained unchanged, the tools and mechanisms used to achieve careful management of resources have changed significantly since the 1940s and 1950s. The computer era has certainly altered our Comptroller world. Computers now provide a means to handle masses of data quickly. The advent of personal computers, coupled with growing use of **Internet**, has already added to our ability to communicate among far-flung Air Force bases—and much greater improvements in communications are not far off.

We have also created new programs and mechanisms to aid in the management of resources.

Over the years the Air Force has had an aggressive program to implement a number of new business practices. The Cost Center

Performance Measurement System (CCPMS) was instituted as part of the DoD Resource Management Systems initiative in the 1960s. This system brought us our cost center/resource center (CC/RC) code structure that is still in use today for management purposes across all functional areas. During the 1970s, we enhanced our accounting systems and their interfaces with functional data systems in the most extensive of a series of continuing improvements. From early beginnings at the **RAND Corporation** in the sixties, we built a professional cost analysis capability that, from its inception, has played a major role in resource allocation and cost management. In the early 1980s, the Comptroller provided improved decentralized accounting systems and processing under the immediate control of each Major Command and Base Comptroller through the Comptroller Office of the Future (COOF) project. Most recently, we decentralized the management of aviation fuel, giving the Wing Commanders the information and incentives to efficiently manage this expensive resource.

Budgeting practices have also evolved. We now require formal



financial plans from all our commands in an effort to insure that operating dollars are properly allocated to meet Air Force needs. A few years ago, the Comptroller community, working in concert with the acquisition community, instituted a formal budget review of acquisition programs aimed at ensuring the fullest use of our limited acquisition resources.

Probably one of the most sweeping changes in financial management structure in the last 40 years has been the development of the Defense Business Operations Fund (DBOF), along with renewed interest in cost and increased management responsibility at lower organizational levels. In some ways, the process of improving comptrollership continues to evolve along strikingly similar lines. DBOF added some depth and character to the idea of comptroller service and the nature of the Air Force management team. Those half-century old thoughts of employing modern business practices for the most efficient use of resources echo repeatedly through DBOF operations. Most efficient use of scarce resources remains a constant objective; a strong focus on cost is the new business principle applied in the service of providing managers complete and accurate information about the cost of support they buy. This cost awareness has not been confined to DBOF business operations, either. Other changes have decentralized funding and put more budget authority in the hands of the operators that buy support from DBOF businesses. Commanders now have a few more choices about how and where to spend their operating budget dollars, and comptrollers must provide financial support

services never before required. Comptrollers are being tasked by commanders for cost data and trade-off decisions—including some alternatives they never had before—to make better economic choices to fulfill mission requirements.

DBOF, with its cost discipline, is an important addition to the comptroller financial services toolbox. Much like efforts 40 and 50 years ago to define comptrollership, DBOF was created in an era of dwindling resources that forced a new look at traditional readiness support functions. While it has had limited success, to date, the potential for future gains remains strong. It certainly will continue to evolve, much like our understanding and application of comptroller services continues to grow.

Organizations Have Changed

Responding to changes in requirements and the environment, the AF Comptroller organization has also changed considerably since the 1940s and 1950s. Auditing is now a separate Agency within the Air Force. Statistical reporting has been decentralized across the various functional staffs. Management Analysis gave way to a Cost Analysis organization equally as aligned to the acquisition process as Comptrollership. Accounting and disbursing have essentially been removed from the Air Force and transferred to the Defense Finance and Accounting Service (DFAS), a DoD Agency. Budget, growing in size in response to outside pressures for more and more justifications and detail, has inherited the central core position of AF Comptrollership. The most significant organizational change came in response to the **Goldwater-**

Nichols Department of Defense Reorganization Act of 1986, when the Air Staff Comptroller merged into the Office of the Assistant Secretary, Financial Management.

These organizational shifts mean that we cannot proceed careful management of resources solely through our own initiatives. Today we are in a partnership with OSD. In particular, we must and will work with DFAS to meet the information needs of Air Force managers.

Goals Remain Elusive

Despite changes in organization and mechanisms, General Asensio's goal as espoused in his article—careful management of resources—remains our principal objective today. The Air Force, for example, has the ongoing challenge to find ways to reduce infrastructure without harming mission performance. Senior Air Force leaders continue to evaluate alternatives to select the best options to add or subtract resources in order to provide the greatest gain or least reduction in mission performance.

In recent years the Congress has increased their involvement through the passage of a series of laws mandating more careful management of resources. In 1990, Congress passed the Chief Financial Officers (CFO) Act, which requires auditable financial statements similar to those in private sector businesses. An important goal of this act is more careful stewardship of public funds. In 1993, Congress passed the Government Performance and Results Act (GPRA), which requires federal agencies to establish strategic plans for

Continued on page 19 ➤

Improving Air Force Financial Management

by The Honorable Robert F. Hale
Assistant Secretary of the Air Force
(Financial Management and Comptroller)

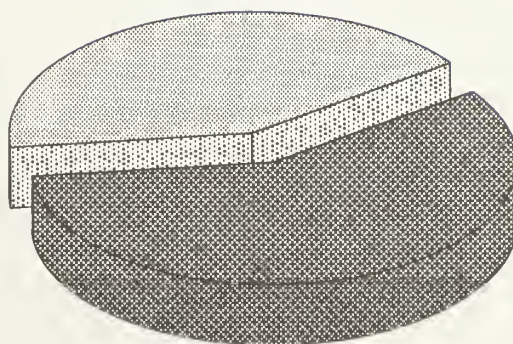
Results of Our Long Range Planning Effort

Over the last 50 years, the Air Force financial management community has proven itself to be at the forefront of professionalism. We have met every challenge, deployed with every mission, and all the while provided the Air Force with first-rate financial information. As you can see in **General Fogleman's** article, we have earned the respect of those we support. As we celebrate our 50th anniversary, I thank all of you, and those who came before, for the efforts that have led to where we are. It is a privilege to be your leader.

If we are to sustain this fine record of achievement, while also accommodating turbulent times, we must plan for our future. To that end, we began an FM Long Range Planning Process in December 1994. Our planning effort is supervised by an Executive Board of senior leaders and carried out by teams of people—civilians, officers, and enlisted—drawn from all our commands. The board and teams established an FM mission statement, formulated seven goals to better accomplish that mission, and identified 117 tasks associated with the goals.

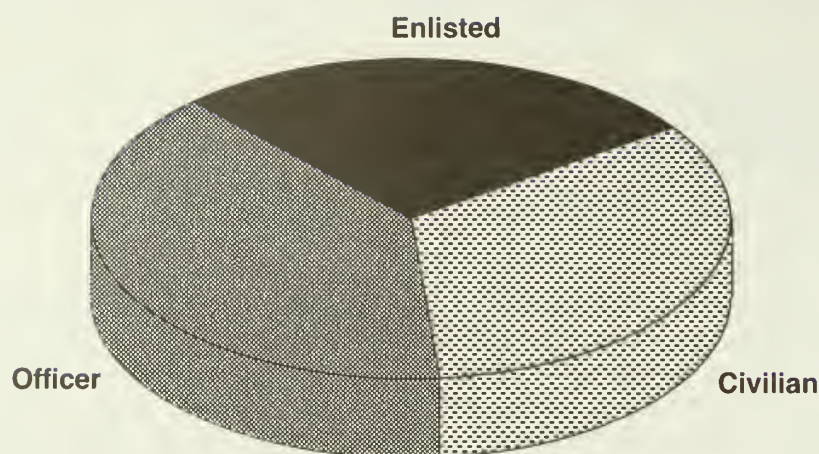
Nearly eighty of you have worked over the year with our Executive Board keeping the initiatives on track. As a result, we have already implemented over 60% of our initiatives before we even officially publish the plan. In order to keep all of you informed, I thought I would discuss some of the things we have done and are doing.

68 of 117 Initiatives Completed



Improving Air Force Financial Management (Continued)...

Team Composition



First, if you want the overall view of the plan, there are two ways to find it. In the coming months, you will receive a summary copy. Feel free to pass it around—we are proud of it. Second, we are going to put a complete version (the seven major goals and all 117 initiatives) on our **Internet World Wide Web (WWW)** page, which is itself one of our completed initiatives. What else have we done? Read on!

As you supervisors well know, the key to the financial management field is our people. As the Government continues to downsize, outsource, or privatize, we have to **maintain and educate our workforce**. We have just published (and posted on the **WWW** page) **career progression information** for our civilians and officers, and the enlisted information will be out soon. We are working to revise our **civilian career program interviews** because you feel there is a better approach available. We know it is sometimes hard to get away from the job for TDY training; so

our Sheppard Schoolhouse is experimenting with **shorter courses** and **distance learning** (bringing the courses to your locations via satellite TV). Our new **Squadron Commander Board** is discussed in a separate article in this issue and aims to select our best officers for command. We have published a consolidated catalogue of all available **DoD financial management training** to make it easier to find the courses you need. (It's also on the **WWW** page.) In short, we are doing everything we can think of to provide you with career progression opportunities.

To bring our force closer together, and to allow all of us to operate more efficiently, we are creating **new ways of communicating**. We have established the **World Wide Web Page** to ensure that everyone in our community has access to the latest information on a variety of subjects. (You can find it at "www.saffm.hq.af.mil/SAFFM".) If you think we need to add something to our **Web** page, let me know. We are

installing Local Area Networks (LANs) in all FM offices worldwide. Soon all 12,000 of us will be linked together. DFAS helped us pay for these LANs, so don't overlook the ability for instant communication with everyone in DFAS as well. Note the **worldwide E-mail directory** is already on the **WWW** page. We are also experimenting with **short videotapes** to bring you information on career topics. We may also **videotape short financial management courses** to supplement some of the education efforts I mentioned earlier.

We have been working closely with our partners in DFAS to create an **integrated financial management process** to ensure we best serve our joint customer—the Air Force. Both of us have designed exciting new ways to operate that saved all of us time, expense, and frustration. The changes have already **reduced overtime** (a sometimes necessary, but not always pleasant, event) and allowed all of us to concentrate on pressing workload. Many of these suggestions come through a **quarterly consolidation working group** we have established to facilitate the consolidation process.

We are also looking at ways to **increase the number of accounting liaison personnel** in order to better manage the interface between base-level functions and DFAS. We have been working with DFAS to **establish metrics** to help DFAS and us identify where we have backlogs and to identify areas where we need to improve our processes.


If each of us fixed just one thing in the next year, think of what we could accomplish, and how much better the job would be. . .

We have a number of initiatives to use technology and improve our financial analyses. We are streamlining the nonappropriated fund (NAF) oversight process while also emphasizing its importance. We have identified *best of breed*

analytic approaches from the field in order to spread improved ways of doing business throughout our community. The next issue of this magazine will highlight some of the tools we have identified through this process. We have several initiatives under way to better relate cost to performance measures and so improve the resource allocation process. We are also experimenting with an *expert system*, which permits experts to capture their knowledge in a computer program that can then be sent to all our commands. Our first effort will focus on the upward adjustment process.

To improve our warfighting role, we are attempting to preplan deployments as much as possible. We want to identify and transmit entitlements to the deploying units as early as possible. Of course, we want to

continue our highly successful TOP DOLLAR training and competition. We have performed particularly well in the warfighter support business lately, and we certainly want to continue that trend.

Finally, we don't want to stop thinking about ways to do all that we do better, faster, and more efficiently. We are working a long list of initiatives at MAJCOM and SAF level. I urge everyone to work issues at your levels also. Look around and resolve to "fix" at least one irritant, or one redundant process, or one time-consuming procedure. **If each of us fixed just one thing in the next year, think of what we could accomplish, and how much better the job would be.** 

Survey Coming!

A Note From SAF/FM

The financial management career field survey is being prepared for release to randomly selected personnel in June as we go to press for this issue. The idea for the survey originated in our long range planning discussions, and I heartily encourage your response. Our purpose is to assess military member and civilian employee thoughts about financial management as a career field, how you manage your career, how you receive career planning information, and how you might prefer some changes. Your responses are important because, if the results indicate a need, we'll develop new programs and practices to improve the way we approach career management. The survey is voluntary, and I strongly urge you to complete it promptly. You'll see a summary of the results in a future edition of *The Air Force Comptroller* magazine and on the FM Home Page on the World Wide Web. Thanks for your participation!

—Robert F. Hale 

On Command

by Colonel Richard W. Schuetz

A Few Thoughts About Being a Commander and Our Initiative to Centrally Select Comptroller Officers for Command Jobs

An assignment as a comptroller squadron or flight commander is the ultimate leadership job and should be the goal of every financial management officer. In my view, it's like having your cake and eating it too.

Looking back over 25 years of wearing Air Force blue and having a resume that lists 12 great assignments, 15 different job titles, and 8 assorted AFSCs, I consider my experience as both a wing comptroller and squadron commander the best job I ever had. That's because

Commanding a squadron is the only time in your career when you are simultaneously close to the mission and in command.

-Colonel Timothy T. Timmons

there is no other job where an officer in our profession can put all of his or her functional experience to work as the chief financial officer for a relatively large organization and at the same time be a commander, an opportunity that is unique to the military.

I believe most financial management officers would be comfortable in the role of the

comptroller but few have envisioned themselves as a commander. In practice, the two roles are not so dissimilar as some may imagine. Roger Nye, in his book, *The Challenge of Command*, says that to command a military organization is to think and make judgments, employing specialized knowledge, and deciding what those commanded will and will not do. That sounds very much like what financial management officers in leadership positions do everyday.

So what is different about being a commander? According to Martin Blumenson, a noted military historian, a commander is legally empowered to exercise leadership and is bestowed with unusual authority and responsibility. Authority gives him or her the power to command, to order, to instruct, to compel. Responsibility brings accountability for whatever results from his or her decisions and conduct, the credit or the blame. To my knowledge, no other profession concentrates so much authority and responsibility in one position as we, in the military, do in our commanders.

Command is indeed a special and entrusted position. Not only is the job description distinguishable but the opportunity to command is

extremely limited. Within the Air Force today, for example, there are about 78,000 officers and less than 2,500 command positions. Just looking at the numbers, it should be clear that only the very best officers get to command and that is the way it should be.

That is true for financial management officers as well. We have approximately 1,000 officers in the career field, about 70 squadron and flight commander positions, and only

As with the officer's commission itself, command authority is granted to those who have earned it, both by performance and a revealed capacity for the demands of total responsibility.

-Lt General Bradley C. Hosmer

our top performers who have demonstrated outstanding leadership potential should have the opportunity to command.

To ensure this happens and to give visibility to commander assignments, our senior leadership has approved a central commander selection board process that will be implemented for the FY97 assignment cycle. Key features of this process are spelled out below.

- A board of senior FM officers, chaired by the Deputy Assistant Secretary (Budget), SAF/FMB, will convene in

January each year at AFPC to review the records of eligible core FM officers.

- Officers eligible to meet the board will be majors and major selects and lieutenant colonels with one year time on station. Ineligible officers will be lieutenant colonels in the primary zone for colonel; officers who will have less than one year time on station during the assignment cycle; officers who are joint encumbered; and officers who have an established date of separation within two years of the assignment cycle, who have been deferred or who have an Unfavorable Information File (UIF).

- Officers who are attending either Intermediate Service School (ISS) or Senior Service School (SSS) in residence and are otherwise eligible will also be considered by the board.

- Sitting squadron and flight commanders are also eligible for consideration by the board for the commanders list and a follow-on assignment as a commander.

- Eligible officers will be given the opportunity to decline to meet the board without prejudice. Those officers who decline will not be considered by the board and may seek other assignments. Officers who decline to meet one board remain eligible for future boards as long as they continue to satisfy other eligibility requirements.

- The board will review and score the records of all eligible officers who have not declined consideration; much like a promotion board. The board will consider such factors as performance, leadership, experience, achievements, and

self-improvement. Depending on the number of expected vacancies in a particular assignment cycle, approximately 75 to 90 officers are expected to be selected for the commanders list each year.

- The commanders list will be approved by SAF/FM and officers on the list will be advised of their selection.

- All comptroller squadron and flight commander vacancies will be advertised by AFPC and only officers on the commanders list can volunteer for these positions. Officers from this list may be requested *by name* when vacancies are advertised. Officers who are on the list may also volunteer for other jobs.

- Names of volunteers for specific commander vacancies will be forwarded to the MAJCOM/unit for review and selection, much like it is done today under the Air Force Officer Assignment System (OAS).

- If no officer volunteers for a vacant commander position, the most eligible officer to move,

The prize of the general is not a bigger tent, but command.

-Justice Oliver Wendell Holmes, Jr.

who is on the commanders list, will be selected to fill that position. Most eligible will be determined by time on station for CONUS assignments and overseas return date for overseas assignments.

- Officers, who are not on the commanders list, may be selected to fill a squadron or flight commander position only with a SAF/FM waiver and under the most unusual circumstances, e.g., commanders list exhausted.

I hope you will (appreciate) the transition that is necessary to go from leadership to commandership. . . It's an important thing and a lot of people have never bridged it.

-General Bruce C. Clarke

- In accordance with Air Force policy, officers selected for command positions will attend a MAJCOM-sponsored training course before assuming command.

A list of comptroller squadron and flight commander positions follows this article. An asterisk identifies those positions where the incumbent will be on station two or more years by the FY97 assignment cycle. **Capt Lori Wortman**, Comptroller Officer Assignments Officer, AFPC/DPASA, DSN 487-5031, is available to provide more information about this initiative.

One last point, financial management officers not only have the opportunity to command either a squadron or flight but also work directly for the wing commander. Generally, under the objective wing concept, squadrons and flights organizationally fall under groups, which in turn fall under wings. Our senior leadership fought hard to provide command opportunity for officers in our career field while at the same time maintain our more traditional role as the wing commander's financial advisor. In addition, we have been successful in getting some relief to the Air Force's manpower threshold for squadrons. These were no small accomplishments and clearly indicate the emphasis being placed on command. As a result of these efforts, financial management officers truly have the best of both worlds.

This initiative represents a major step forward for the financial management community. Among other things, it will add credibility to the assignment process for comptroller squadron and flight commanders, it levels the playing field for all financial management officers, it puts our career field on equal footing with the majority of other mission support career fields that already have successfully institutionalized commander selection processes, and most importantly it emphasizes the

importance of both command and wing comptroller jobs for financial management officers in their career progression. In today's Air Force, competition for promotions and senior leadership positions are extremely keen, and having held a command cannot be overemphasized.

My purpose in writing this article was to explain our new program to select officers for command positions, and to encourage officers to seek these

I strongly urge all qualified officers to seek squadron command.

-Maj General (S) George T. Stringer

important assignments when given the opportunity. In my opinion, there is no better proving ground for a financial management officer than as a comptroller squadron or flight commander.

Simply put, I never met an officer who regretted being a commander at any level, but I've known officers who regretted never having had the opportunity to command. I'm obviously grateful for my experience and, if you grab the opportunity and step up to the challenge of command, I guarantee you will be too.

About the Author

Colonel Richard W. Schuetz is the Director of Accounting and Banking (SAF/FMPB) and the Director of Comptroller Support (SAF/FMPC), Deputy Assistant Secretary (Financial Operations), Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller), Washington, DC. He was assigned to the Pentagon in July 1995. His previous assignment was as Director of Resources, Field Command, Defense Nuclear Agency (FCDNA) at Kirtland AFB NM. Col Schuetz is a member of the Washington Chapter of ASMC.

FM Squadrons/Flights

ACC

Barksdale*
Beale*
Cannon*
Davis Monthan
Dyess*
Ellsworth
Holloman
Howard*
Lajes*
Langley
Little Rock
MacDill*
Minot
Moody*
Mt Home*
Nellis
Offutt*
Pope*
Seymour-Johnson
Shaw
Whiteman*

AETC

Altus
Columbus*
Goodfellow
Keesler*
Lackland*
Laughlin
Luke*
Maxwell
Randolph*
Sheppard
Tyndall
Vance*

AFMC

Kirtland
Tinker*

AMC

Andrews
Charleston
Dover*
Fairchild*
Grand Forks*
McChord
McConnell*
McGuire
Scott
Travis*

AFSPC

F.E. Warren
Malmstrom*
Patrick*
Peterson
Vandenberg*

PACAF

Andersen*
Eilson*
Elmendorf
Hickam*
Kadena*
Kunsan*
Misawa*
Osan*
Osan (RAFO)*
Yokota
Yokota (RAFO)

USAFE

Aviano
Incirlik*
Incirlik (RAFO)
Lakenheath*
Mildenhall
Ramstein*
Ramstein (RAFO)
Spangdahlem

AFSOC

Hurlburt Field*

* Identifies those positions where the incumbent will be on station two or more years by the FY97 assignment cycle.





NOTES FROM THE:

Deputy Assistant Secretary, Budget

by Major General(s) George T. Stringer

Investment Budget Review (IBR)

As we approach preparation of the FY98 Budget Estimate Submission (BES), we'd like to highlight a key aspect of the PPBS cycle—the **Investment Budget Review**. The purpose of the IBR is to (1) properly align program requirements and funding in the best interest of the Air Force, and (2) preserve Air Force dollars by creating defensible programs that withstand OSD and Congressional review. The review is conducted in early summer after completion of the Program Objective Memorandum (POM) which serves as the IBR baseline.

The IBR strengthens justification of Air Force investment programs during development of the BES. In cases where insufficient budget justification exists, changes are recommended to Air Force leadership which may result in the realignment of resources to higher priorities. The IBR works to ensure the Air Force has well justified and properly priced requirements. As a result, the risk is reduced that OSD or Congress will realign Air Force funding to competing priorities.

The Director of Budget Investment initiates the IBR process with a request for field documentation on all investment appropriations (RDT&E, procurement, military construction, military family housing, and base realignment and closure). After reviewing documentation, the IBR team selects programs for in-depth review during site visits to product and logistic centers. Customarily the SAF/FMBI analyst assumes an OSD perspective when reviewing IBR documentation. The budget analysts evaluate current program execution and projections; alignment of program funding and program content; appropriation/program concurrency; relationship of programmatic changes to current procurement schedules; and ultimately assess whether program budgets are justified. Issues generated during the IBR process are further developed or eliminated in consultation with the programs, panels, and functional staff as additional justification information is provided and analyzed. The IBR briefs its recommendations to the Air Force Board and Air Force Council. Approved recommendations will reflect the program submitted in support of the BES.

The IBR is a unique part of the process. For example,

SAF/AQ conducts an execution review which focuses on current appropriated funds, but the IBR addresses execution as it impacts programmed and budgeted funds which will be subsequently scrutinized by OSD, OMB, and Congress. Typically the POM is finalized in May. Requests for documentation will follow immediately after the POM is submitted. This year site visits will be conducted from 24 June to 15 July. The ultimate goal of each IBR is to return home with no recommended changes—all programs properly aligned to content and funding, and executing to cost and schedule.

FY96 O&M Update/Endgame Strategy

Thanks to all for the hard work in providing well-scrubbed inputs during the budget execution review. Your submissions were important in providing Air Force leadership a good update on the O&M picture as we head down the "home stretch" this fiscal year. Our review of your unfunded requirements revealed we are in a position to (1) fund our most critical requirements and make it through the end of the year; and (2) limit our O&M omnibus reprogramming to storm damages (\$23M) and some C-17 costs (\$13M). We have either provided you funding or made a commitment for those most critical requirements we intend to work prior to 30 September. In the case of the latter, we will fund them as additional cash becomes available or execution data indicates a need for additional funding. Other than for these specific commitments, you should plan to make it through the end of the year with what you have in hand. **BOTTOM LINE:** Our current execution strategy remains the same. *Flying the program; train, maintain, and support* to sustain current readiness and quality of life levels.

Omnibus Reprogramming and Rescissions

As we go to press, the Air Force wraps up its FY96 Omnibus Reprogramming request, bringing the total requirement to \$390.6M—the smallest ever. The omnibus request supports the SECDEF mandated flight safety and navigational upgrade of passenger aircraft, pays for hurricane and storm damage, adds quantities for the Sensor Fuzed Weapon, implements the C-17 Defense Acquisition Board (DAB) decision,

and procures HARM targeting system pods to relieve unacceptable PERS/OPTempo. Our strategy in sourcing these requirements is aimed at minimizing impact to the Air Force and to take advantage of execution delays wherever possible. The Air Force also absorbed its \$79M share of a \$500M Congressional rescission using a similar approach. Results of the Omnibus Reprogramming and Rescission reflect a successful team effort between the financial, acquisition and logistics communities. **BOTTOM LINE:** Air Force priorities—sustaining readiness and safeguarding modernization accounts—were protected. We'll be watching in the weeks ahead as OSD, OMB, and the Hill act on our request.

Looking for a Few Good People

Another budget review cycle is just around the corner. We will soon need dynamic and energetic company grade officer and civilian personnel to supplement our Budget Programs Directorate (SAF/FMBP) in managing the Air Force Program Budget

Decision (PBD) process. This is a tremendous opportunity for our "rising stars" to get a bird's eye view of the "big picture" and to experience life in the Pentagon.

Selected personnel perform about a two-and-a-half month TDY to SAF/FMBP (around the first of October through the week prior to Christmas). Nominated individuals should be highly motivated, perform well under pressure, and be familiar with the handling of classified information. During this time, they are responsible for tracking changes to the Air Force topline, working with OSD and counterparts in the other Services, managing the day-to-day activities of the Air Force Board (Budget) (a two-star level group chaired by SAF/FMB), as well as monitoring Air Force responses to major budget issues.

This is also an opportunity for us to get to know some of our folks in the field for possible future assignments to SAF/FMB. Make sure you let your supervisors know if you are interested.



Comptrollership— Service to Military Management (Continued from Page 10). . .

resource management and associated performance measures. Eventually agencies are to relate costs to those performance measures and budget based on them. In 1994, Congress passed the Government Management Reform Act which, among other things, reiterated the goals of the CFO Act and GPRA.

Why, 40 years after General Asensio's citing the need for the business concept of Comptrollership to be aggressively applied in the search for improved resource management, must Congress pass laws mandating the continued effort? Why does this goal of resource management seem to be one that is never finally laid to rest?

In large part, the difficulty reflects the constant change in mission and resources that affect all modern organizations, both public and private. The Air Force has certainly not escaped these sharp changes. Our managers have had to search constantly for the most efficient means of accommodating these changes.

I believe that improved resource management is a goal in government—more so than in private organizations because there is no clear bottom line

to guide public decisions and to measure results. Private firms can use profitability as a fundamental test of success, but it is not so easy in the public sector. The Air Force mission challenges us to defend the United States through the control and exploitation of air and space. Unfortunately, especially in peacetime, there is no clear way to quantify how well we are doing at accomplishing that mission.

This discussion of the difficulty of managing public entities efficiently is not meant to suggest that the Air Force and its Comptroller community are anything other than good stewards of public funds. My experience dealing with a variety of federal agencies suggests that the Air Force displays a very high level of concern about efficiency. Its managers are repeatedly quite innovative in their efforts, such as those aimed at establishing and using metrics that aid in resource allocation. But I also believe that fundamental difficulties associated with public management, coupled with inevitable changes in Air Force mission and resources, will make the search for better ways to manage our resources a difficult and never-ending one. Such is the challenge of Comptrollership in the public sector.



AAC
Comptrollers
of the
Air Force



Maj Gen Grandison Gardner
Jun 1946 - Oct 1946



Lt Gen Edwin W. Rawlings
Nov 1946 - Jul 1951



Lt Gen Charles B. Stone, III
Jul 1951 - Dec 1955



Lt Gen Manuel J. Asensio
Dec 1955 - Jan 1960



Lt Gen William D. Eckert
Feb 1960 - Mar 1961



Lt Gen Frank A. Bogart
Apr 1961 - Oct 1964



Lt Gen Jack G. Merrell
Oct 1964 - Aug 1967



Lt Gen T.R. Milton
Aug 1967 - Mar 1969



Lt Gen Duward L. Crow
Apr 1969 - Sep 1973



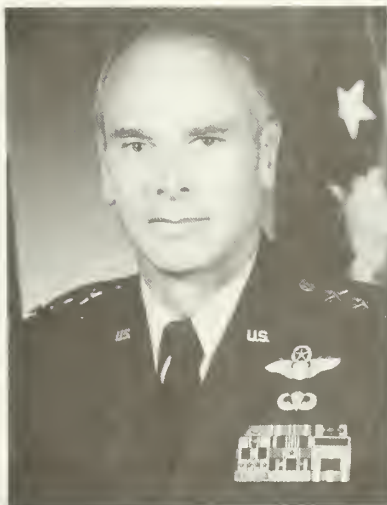
Lt Gen Joseph R. De Luca
Oct 1973 - Aug 1975



Lt Gen Charles E. Buckingham
Sep 1975 - Jul 1978



Lt Gen Hans H. Driessnack
Aug 1978 - Jun 1981



Lt Gen George M. Browning
Jul 1981 - Aug 1984



Lt Gen Truman Spangrud
Sep 1984 - Nov 1986



Lt Gen Claudius E. Watts, III
Nov 1986 - Aug 1989



Assistant Secretaries of the Air Force Financial Management and Comptroller



Mr. Robert F. Hale
29 Mar 1994 - Present



Mr John W. Beach, Actg FM
20 Jan 1993 - Mar 1994



Mr Michael B. Donley
Nov 1989 - Jan 1993



Mr Joseph P. Popple, Actg FM
Aug 1989 - Nov 1989

NOTES FROM THE:

Deputy Assistant Secretary, Cost & Economics



by Mr LeRoy T. Baseman

As part of SAF/FM's long range planning effort, Goal #5, *Enhance Decision-Making through Analysis*, was identified as one of several major goals to move the financial management community into the future. The purpose of this goal was to improve high payback analytical areas identified by base and MAJCOM Comptrollers. Each MAJCOM gave us its top six analytical tasks. The Analysis "A" Team, composed of financial analysts from both MAJCOM and base-level, was established to review the MAJCOM responses, prioritize the tasks, and develop and implement a detailed plan of action to accomplish Goal #5.

The Team's primary focus and intent was to develop analytical tools (models, handbooks, guides, and checklists) that could be used to assist financial analysts in performing their daily duties and responsibilities. The Team sought to capture the thoughts, ideas, and efforts of the many talented analysts in the field by gathering and evaluating the analytical products already developed. These products were used as templates in developing "best of the breed" analytical tools for everyone's use. The end result: **Analytical Tools Developed by Base/ MAJCOM Analysts for Use by Base/ MAJCOM Analysts**. We ask you to pass along, as appropriate, these analytical tools to your resource advisors (RAs) and other staff members involved in the resource decision-making process. You may access any or all of the analytical tools via the SAF/FM Homepage, SAF/FMC, or Current SAF/FMC (Cost) Issues, Models, Tools & Techniques for Enhanced Decision-Making through Analysis at Base Level.

Analytical Tools

Improve Analysis of Current Year Execution

Flying Hours Guide. Designed as a tool to assist field analysts in their ability to track Cost Per Flying Hour (CPFH) and perform good analytical research. It has two primary uses. As a primer, the guide takes the new analyst through a step-by-step process from identifying data sources to: collecting data, calculating CPFH, performing analysis to explain adverse trends or spikes in the data, briefing CPFH, and analytical results. As a desk reference, the guide contains additional information that may further enhance the analytical thought process — key the analyst in on new explanations or avenues of investigation and provide a refresher to key program aspects or supporting material that indirectly impacts the CPFH program.

Civilian Pay Analysis Program. Designed to provide current civilian pay analysis and future program requirements in all program elements that are in use at any Air Force installation. Report formats for program analysis at budget activity level or special

programs within the budget activity are also provided. The mechanization of civilian pay analysis provides complete data within two hours of receipt of the DD Comp (AR) 1992. Work-year utilization is computed on a monthly cumulative basis for each program element and by budget activity in the report format. Civilian personnel compares data to work-year utilization for complete management of the civilian pay program.

Base Operating Support Guide. The purpose of this guide is to help you develop a better understanding of Air Force policy on financial management and to better manage your organization's financial resources. It has two primary purposes: to provide a standardized foundation/training program for Financial Management Analysis offices to use in constructing their own base-unique program and to aid newly assigned personnel in their day-to-day duties.

Civil Engineering Program. Designed to assist newly assigned and seasoned analysts with program analysis of civil engineering. The package guides the user through the entire process of fund accountability from the receipt of funds, to tracking commitments and obligations, and to the reporting of fund status. It also allows the user to perform sensitivity analysis, with the current spending rate, and portrays the adjusted spend rate to enable operations to continue until the end of the year without additional funds.

Improve Application of NAF Analysis Guide. The objectives of this guide are to provide a basic understanding of duties and responsibilities and a quick reference on financial analysis for the newly assigned as well as the experienced NAFFA.

Validate Potential Monetary Benefits (PMB) Checklist. The checklist is basically an independent review of the auditor's cost estimate as Financial Analysis offices must review all PMBs to substantiate the currency, reasonableness, accuracy, and completeness.

Create Automation Tool Kit Guide. Developed a simple-to-use, easy to understand reference guide of computer programs and materials (tutorials/reference books), plus access instructions to the Internet.

Develop Model to Cost Out Unit Moves. The Base Re-Alignment Cost Estimator (BRACE) model estimated personnel and transportation related costs and savings for unit move/realignment actions. This spreadsheet-based model was constructed with the base and MAJCOM level user in mind to perform reliable and accurate quick-turnaround estimates where a minimum of information is available to the analysts. The model is "self-documented."





NOTES FROM THE:

Deputy Assistant Secretary, Financial Operations

by Mr John J. Nethery

Financial Management and Comptroller Officer Professional Development Guide. For some time there has been a need to provide career guidance to Financial Management and Comptroller officers. We have recently published a comprehensive officer professional development guide that will be distributed in the near future. This guide provides information on career broadening, formal training, and professional development for officers (lieutenant through lieutenant colonel) and is the cornerstone of the Financial Management and Comptroller professional career program. It is designed to help ensure a continuing flow of broadly trained, technically competent leaders.

Year-end Certification. The FY95 closeout process brought to the forefront an area of serious concern for some base-level and MAJCOM FMs—the certification of year-end accounting reports. Concerns over the validity of the data contained in these reports rose in the midst of our transition towards consolidation of our accounting operations. The lesson learned was that as we consolidate we must develop new working relationships with *our accountants*. Additionally, it highlighted the fact that Air Force financial managers at all levels—not DFAS—are responsible for the monitoring of the validity of the data *throughout the year*.

The wording of the certification statement also became an issue. The current certification statement was very absolute. It reads: *I hereby certify that the amounts shown in the (title) reports submitted as of September 30, 199X, are correct. All known transactions meeting the criteria of AFR 170-8 have been reported. All reimbursements, liability, and accounts receivable transactions are included.* To make it less absolute, yet not hollow, it was changed to: *I hereby certify that the amounts shown in the (title) reports submitted as of September 30, 199X, are to the best of my knowledge correct. All known transactions meeting the criteria of AFR 170-8 have been reported. All known reimbursement, liability, and accounts receivable transactions are included.* This slight change in words more accurately portrays the extent of the FMs certification and will be included in the new revision of DFAS-DER 170-9.

Official Passports for Agents. Recent events in different theaters have indicated the need for official passports for individuals slated to fill taskings of

Unit Type Codes (UTCs) XFFA1, and XFFA2. These UTCs apply primarily to disbursing agent responsibilities. Due to international efforts to control currency manipulation or laundering, many foreign national financial institutions have adopted US-style currency controls. This typically includes identify verification of the individual conducting the transaction and the recording of other information. While many foreign institutions exempt our agents, (as representatives of the US Government) from controls and procedures typically applied to tourists and other international travelers, the potential exists for this administrative practice to impede ability to conduct the FM contingency mission. One way to approach this problem is for each individual subject to deployment for Agent duties to be issued and maintain a current official passport.

Implementation of Revised Antideficiency Act (ADA) Policy. The Air Force is proceeding with implementation of DoD Financial Management Regulation, Volume 14, *Administrative Control of Funds and Antideficiency Act Violations*. Volume 14 establishes procedures for DoD Components to use in identifying, investigating, reporting, and processing ADA violations. The following is a status of Air Force efforts to implement Volume 14.

- SAF/FMP is presently amending Air Force Policy Directive (AFPD) 65-6, *Financial Management, Budget*, dated 13 December 1993 to establish comprehensive ADA policy. The revised Policy Directive:

- emphasizes the Air Force's plan to take timely and aggressive action to identify, investigate, report, and process ADA violations.

- designates SAF/FMP as the OPR for establishing policy for and executing the Air Force's program for identifying, investigating, reporting, and processing ADA violations.

- makes MAJCOM, DRU, and FOA FM organizations responsible for training, developing, and maintaining a roster of trained investigating officers; ensuring investigating officer independence; providing expert technical assistance, as necessary, to investigating officers; advising the Commander on the financial and legal sufficiency of Reports of Violation; and developing and maintaining an ADA awareness program to include lessons learned.

NOTES FROM THE:

Auditor General of the Air Force



by Mr Jackie R. Crawford

Maintaining Customer Support During Downsizing

Along with other Air Force activities, the **Air Force Audit Agency** is downsizing. By the end of Fiscal Year 1999, we will lose about 30 percent of our work force. This reduction is forcing difficult choices as we seek to continue providing value-added services to our customers. Although we have made changes throughout the organization, the changes in our field office structure will probably be most apparent. To maintain customer focus while downsizing, we are proceeding with new audit services and streamlined processes.

Organization Structure

We believe proximity to the customer helps our auditors better understand client problems and concerns. Therefore, the AFAA employs a residency concept—most audit offices are located on the Air Force base they support. This approach is unique among DoD audit organizations and has enabled us to be more responsive to Air Force commanders. Yet, downsizing has forced us to reassess our traditional residency approach. Though the debate was intensive, we concluded that *being close to the customer* should remain a guiding principle for us. However, some adjustments were necessary. Over the next three years, seven area audit offices will become two-person operating locations supervised by an area audit office located on a different Air Force base. In addition, we will eliminate a branch at 12 of our 15 large offices. These actions will help us downsize but still retain a presence at most major Air Force installations.

New Audit Services/Processes

To enhance and maintain our customer focus, we are pursuing new audit services and processes. Our new management advisory services (MAS) are growing rapidly as more commanders become aware of the service. Also, process improvements are helping reduce administrative time for answering audit reports. Customer response to our new services and improved processes has been very positive. Examples of these initiatives follow.

Management Advisory Services. We introduced this service to make our audit staff expertise available to commanders for projects that do not require an audit. These projects are of short duration but provide important information or benefits to our customer. MAS examples include assessing alternatives, providing internal control training, monitoring trend data, crossfeeding audit results from other installations, and participating on process improvement teams. In addition, MAS can help answer specific questions from commanders. For example, we assisted **US Space Command** and the **North American Aerospace Defense Command** in answering a **Joint Chiefs of Staff** tasking. Our review identified, quantified, and categorized all operation and maintenance costs from the various organizations involved with the **Cheyenne Mountain Complex**. Management was pleased with this effort and has widely used the product.

Improved Processes. While new services provide opportunities to help our customer, making the audit process easier for the client is also important. In an earlier issue of this publication, I discussed a test we were conducting at units with high operations tempo/high personnel turnover. Our goal was to reduce the administrative burden of answering audit reports. Under the tests, we briefed audit results to appropriate operating officials and documented the corrective action they agreed to take. Next, we briefed the Wing Commander and, if the Commander agreed with the issues and the proposed corrective actions, the audit report was published without a requirement for further management comments. This change greatly reduced time normally associated with responding to the report. We have now institutionalized this process for several overseas locations.

Downsizing places a burden on organizations, but also encourages innovation and a commitment to improve internal processes. I believe the AFAA is meeting this challenge by improving our organization and enhancing service to our customers.





NOTES FROM THE:

Director, Defense Finance and Accounting Service—Denver Center

by Mr John S. Nabil

In the spirit of financial management reform, we created the Business Innovation Division within the Directorate of Resource Management. We wanted to institutionally facilitate the adoption of businesslike practices, private sector efficiencies, and innovative technologies. The division's charter is to serve as internal consultants to provide measurable process improvement studies, management advisory efforts, and functional economic analyses.

The division uses tools and approaches that facilitate process improvement activities typical of the National Performance Review (NPR). By pursuing a systematic approach to Business Process Improvement (BPI), the utility of the effort and customer satisfaction is optimized.

Each study uses a similar road map with a goal of arriving at measurable improvements. After an assessment of the operating environment, the quantification of requirements associated with each process is accomplished. A collection of different tools and approaches is offered to fit each organization's unique time and resource constraints. Tools include Management Engineering, Management Advisory Studies (MAS), Organizational Climate Surveys, Functional Economic Analyses (FEA), and computer software applications such as Turbo-BPR. Suggestions for improvements and associated economic analyses are included in final published reports with planned follow-up actions.

The Business Innovation Division has completed six significant efforts and initiated two others:

- The first study completed was a MAS of the Directorate of Support Services. The division was instrumental in the development of a Performance Work Statement (PWS) defining exactly *what* Support Services does and a Most Efficient Organization (MEO) of *how* they propose they can best do it.

- The most successful effort to date involved the Directorate of Debt and Claims Management which was investigating the impact of adopting optical imaging. The results were so compelling that the adoption of optical imaging for Debt and Claims Management was also studied for DFAS-wide applicability. The biggest payback was the original study proved to be extremely valuable in facilitating the development of an organizational PWS and MEO for the directorate, which was also experiencing an OMB Circular A-76 Commercial Activity Competition. The data from the

study was also used as the foundation for the FEA required for all major acquisition proposals.

- The third major study completed concentrated on administrative practices of every directorate at the Denver Center. This effort was aimed at bringing Denver in line with the administrative practices of other large, efficient organizations both public and private.

- A detailed management-engineering approach was used to develop operational requirements for the Finance and Accounting Liaison Office of the Directorate of Support Services. The results of this study identified that the current staffing level was accurate, but suggested radical realignment of staff and functions would enable this organization to accomplish its mission more efficiently and best posture them for future changes.

- The same methodology and approach was used to determine baseline operational requirements for the Reserve Pay Section of the Military Pay Directorate. This organization was concerned with a perceived major productivity problem as well as a need for determining the appropriate associate grade-mix of the section. The results of the study identified five specific initiatives which could be taken to help the group function within resource constraints and provided a detailed baseline from which to best determine job requirements and job descriptions.

- Two other studies were completed, but to date their suggested improvements have not been fully implemented. First, a MAS for the Air Force Element commander investigated alternative organizational structures for the current military presence at DFAS. The second study involved how the Denver Center disseminates information to users of DFAS products.

Two major studies are currently underway:

- The division is studying its directorate's work-year requirements as well as the implementation of the Government Performance and Results Act (GPRA) requirements and unit cost considerations.

- The most aggressive study to date is the quantification of requirements to perform vendor pay at the Denver Operating Locations. With this determined, improvement initiatives, organizational changes, and the adoption of technology can all be quantified and prioritized.

During its first year of operation the division is playing an important role in the future effectiveness of the Denver Center.

NOTES FROM THE:

Standard Systems Group

by Lieutenant Colonel Charles B. Hester



This will be my last update on the efforts of the Financial Management and Comptroller Systems Division before my retirement, effective 1 September 1996. It is with mixed emotions that I depart. I am looking forward to starting a new phase of my life; however, I depart knowing the critical initiatives we currently have in progress are only partially complete. It would be extremely satisfying to see these through to total fruition, but just as you at sometime will face changes in your careers, it is time for me to move on.

Considering I have only been in this position for 20 months, the progress we have made on major programs has been significant. We have encountered difficult challenges, and additional ones will be encountered in our efforts to support **DMRD 910** consolidation. We have made tremendous improvements in our systems to support consolidation. The General Accounting and Finance System (**GAFS**) has implemented a new file access technique called the Shared File System (**SFS**). Throughput has increased dramatically, in some cases as much as 50%. **LOUIS II** retrievals have been developed and implemented to replace less efficient **COBOL** programs and **AFOLDS** retrievals, and we have firm plans to export **LOUIS II** to other systems, as well as expand its use in the **GAFS** area. The Standard Materiel Accounting System (**SMAS**), Increment II has been fully implemented and is providing Medical Materiel Accounting personnel with a modern, on-line automated capability that replaced an antiquated batch-oriented system. Major improvements have also been made in the budget systems area. **MicroBas** is our most widely used application supporting over 400 sites and thousands of users. Modifications to support new accounting structures, fund codes, the changing Air Force, and DoD budget processes are in place. The Command Budget Automated System (**CBAS**) has received numerous enhancements, and a major effort underway will migrate operations from stand-alone platforms to the **Defense MegaCenter** at Montgomery, Alabama. The Future Budget System, although still in the definition phase, will provide a standard budget application for all levels of Air Force budget functions, from base level to Air Staff.

Following is an update on a major initiative that will provide increased flexibility for Integrated Accounts Payable System (**IAPS**) users.

IAPS is developing a microcomputer process which will provide the **OPLOCS** and Financial Services Offices (**FSOs**) the capability to build transactions in an off-line mode. The **IAPS** process (acronym **COLTS**—Comptroller Off-Line Transaction System) will be very similar to the General Accounting Microcomputer Processing System (**GAMPS**) currently utilized by the **BQ** system. The existing **IAPS** design requires the users to be signed on to a mainframe to process transactions. The **COLTS** design will allow the users to add vendors, contracts, purchase requests, invoices, and receipts in an off-line mode to a microcomputer hard drive or diskette. Prior to interfacing the microcomputer file, the system will allow deletes and modifications of records. Once interfaced (which is done at the users' discretion), **COLTS** will create an error report which will detail all erroneous records for the technician's correction and addition to the database. The off-line capability will reduce dependency on the mainframe and allow the user to levelize their daily workload. **COLTS** is scheduled to be fielded by this summer prior to yearend processing.

There have been dramatic changes in DoD, the Air Force, and the Comptroller network during my 20-months on the job. We are all being asked to do more with less. This is only possible if we improve our processes to not only maintain the current level of productivity, but to also improve the quality and effectiveness of our products. The restructuring of DoD and the Air Force are well underway and will continue for a number of years. There will be challenges for all of you to meet the demands of restructuring efforts, and I have every confidence that you will meet those challenges head on and be successful in your efforts.

It has been my extreme pleasure to have served in this position, and I would like to thank each of you for the support you have provided to myself and the division to make our efforts successful.





NOTES FROM THE:

Comptroller Training Flight

by Major Jeffrey A. Bryan, Commander

Now I've completed the move from the *student side* over to the *instructor side* of Comptroller Training, I've gained a better appreciation of the continuous effort required to provide the best technical training possible for Air Force and other DoD financial managers. I hope this article sheds some light on the schoolhouse's challenge to meet the standards of both the Comptroller and Technical Training communities.

On one side of the equation, we live with the old adage that *the customer is always right*. For the most part, we are Comptroller folks ourselves and thus have a vested interest in the service we provide. Consequently, we are very sensitive to the dynamics of our changing career field and are working hard to respond to new training requirements.

On the other side of the training equation, our instructors are physically assigned outside of the Comptroller functional environment and must adhere to technical training standards and procedures. This side of the equation recognizes the realities of resource constraints and is sometimes seen as nonresponsive or overly bureaucratic. For example, the time to produce and certify a new course could exceed a year when manpower is a limiting factor. Although this may still meet the requirements for some courses, for others, a year's wait is too long.

The remainder of this article provides an overview of where the Comptroller Schoolhouse currently applies its training resources and explains the process of how our customers identify new training requirements.

Our foremost priority continues to be the training of entry level students. These are mostly airmen who have recently graduated from basic military training, military members cross-training into the career field, officer accessions, and civilians coming up through the **Palace Acquire** program. Most of these pass through one of our AFSC-awarding courses. These include our Financial Services Apprentice, Financial Management Apprentice, Financial Analysis Apprentice, Financial Services Officer, and Financial Management Officer courses, all designed for new Comptroller personnel.

A new priority at the Schoolhouse is our 7-level craftsman courses. The Financial Analysis and Financial Management and Services craftsman courses will both graduate their first classes during this fiscal year. Attendance at the 7-level course is required prior to award of the craftsman AFSC.

Another on-going priority is the Financial Management Staff Officer Course (FMSOC). Although not AFSC-awarding, it benefits military members in the grades of Senior Master Sergeant to Major and civilians in the grades of GS-11 to GS-13. Financial managers in these grades should make an effort to attend one of our sessions to increase their appreciation of issues across the spectrum of Comptroller activities.

Although these priorities use most of our fiscal and manpower resources, we are still in position to support a variety of supplemental courses designed to meet specific customer requirements. For example, we've just received certification for an Accounting Liaison course to assist liaison personnel needing experience in this multifaceted environment. Our goal is to remain flexible to changing customer requirements, and supplemental courses normally fit this order.

Many of you have asked about procedures to get the Schoolhouse to produce a new course. First, a formal training requirement is established through SAF/FMP. They are our liaison with the rest of the Air Force and provide our overall direction. If they agree with the proposed course, we may meet face-to-face with the customer or host a Unit and Training Workshop (U&TW) to determine specific training objectives and standards. Once approved by SAF/FMP, we write our course around these standards and objectives and seek AETC/TT certification. When certified, the course is ready for advertisement and instruction. While the process to bring on a new course is lengthy, it ensures we meet the standards specified by our customers.

The Comptroller Schoolhouse is your resource and is ready to meet your training requirements. My staff and I are your link to the technical training world. Support to fellow Comptroller professionals is our top priority.

NOTES FROM THE:

Professional Military Comptroller School

by Major Daniel L. Dannenmueller Sr.



INFOMANIA

It's an information jungle out here in the world! There are so many places and methods to obtain information on just about anything that it can be overwhelming and frustrating! Ideally, we would like to have only the information we need, when we need it, without having to wade through thousands of publications, mass media presentations, and computer systems. Specifically, we need to build an information *bank*, with tellers and standard accounts, which can instantaneously provide the right bits of information we need to make astute decisions and answer probing questions. We must also look at our business practices and processes to ensure they are not inefficient and outdated. Students attending PMCS are provided an insight into this complex subject in order to cope with *INFOMANIA*.

First, let's explore what an information bank is and its importance within an information system. The information bank may be defined as: *an interactive repository of bits of data stored in some organized manner*. This repository may take the form of a central computer, linked computers, filing cabinets, card and tape files, and libraries. Not too many years ago, our choice of repositories was somewhat limited in nature; however, today with new computer and communication technologies, the sky is truly the limit. More and more data is being stored, categorized, analyzed, and put within our reach—but just increasing the volume of information does not, in and of itself, make us more effective users of that data. If we are to ensure the repository is adequate to meet our current and future information needs, it must use state-of-the-art equipment and software to reduce manual intervention and allow us to access the repository from any location, at any time, and with minimal labor. This points to having a good teller.

The teller is: *any method used to access the information bank, and is the key to navigating through the jungle of data out there*. There are two methods of accessing information contained in the information bank—manual and electronic. A

review of each method will help to understand their significance to the information system.

The historical teller of choice has been the manual teller, e.g., library index cards or the file plan for files in a filing cabinet. Manual tellers work fine if all the information is close at hand and not too voluminous in nature. On the down side, manual tellers are usually time consuming and, therefore, limit the amount of information which may be obtained in a short amount of time. Although they still have their place in society for smaller information banks, they are quickly becoming outmoded and outdated as the general public becomes accustomed to having rapid access to large quantities of data—and demands it as a routine need.

In contrast, electronic tellers use technologically superior communication and automation devices to obtain the information from the bank, e.g., library computers with title or word search systems. These tellers may access multiple information banks at one time, thus providing the capability of scanning a vast amount of data in a short amount of time. Electronic tellers normally use some form of computer tied to a Local Area Net (LAN), mainframe or server, and are normally capable of accessing the *INTERNET* information electronic boards. Although they can vastly improve the speed and quantity of data analyzed, they, too, have a downside if they are not carefully designed to be user-friendly. One can assume that these tellers are our future when it comes to obtaining data. Electronic tellers are not new, and have been around since computers were developed, but they have not had the power and sophistication of the current tellers and those that will be available in the future.

Simply building the best information bank with an efficient teller will not guarantee success, we must also have a set of standard accounts. And no matter where the data is stored or how it is retrieved, the accounts must be consistently defined. An example of a standard account is the social security number. It's always numeric and

Professional Military Comptroller School (Continued...)

the same length. Imagine if you were a bank teller downtown which did not use standard account numbers to represent its customers. As the teller, you might be able to call up information on a given customer, but would not easily be able to access information across your customer bank. Comparative analysis would be extremely difficult. Standard accounts allow the requester access to a wealth of information given one bit of data.

In recent years, the DoD has not fared well when fielding information systems that can provide timely and accurate information. Millions of dollars have been spent on new equipment and software; yet we still end up relying on the original legacy systems and manual tellers to find (or fail to find) the information we need. Why is this happening? To find the lion's share of the answer, we must look at our outmoded processes and the lack of standard accounts as defined above.

The majority of systems fielded during the last ten years have been designed around *the way we have always done business*. Although these practices and processes met most of the requirements of their time, they cannot survive in a world of downsizing or *rightsizing*, as some people call it. We must reengineer these practices and processes, from the ground up, taking into consideration the numbers of people we have or will have to do the job and still meet the customer's requirements. By now you're saying this sounds like an old cliché, but it's not. It's a fact in corporate America streamlining processes eliminate unneeded information retained in the bank, which in turn reduces the required costs to maintain it as well as the time taken to extract it by our tellers. This streamlining process is called Business Process Reengineering (BPR). Corporate America has and DoD is beginning to adopt BPR concepts as a way to cope with growing information demands and decreasing resources.

Another *way we have always done business* that has hindered our attempts to build new and better information systems is our reluctance to standardize our data. For example, in DoD, each service has previously used different coding to define commodities purchased with appropriated funds. Even within these separate departments, different definitions have been used by Major Commands and Claimants—a nightmare when trying to obtain information at higher levels of the Department. This lack of ability to gather timely data has prompted and underscored current

initiatives to adopt a standard table of definitions and data elements.

As you can see, information management is a complex issue. We address the many different sources of information, the banks, and how we as managers can access and use this information, the tellers. Specifically, we discuss the **INTERNET**, LANs, Business Process Reengineering, Corporate Information Management (CIM) initiatives, the Future Budgeting System initiative, Information Warfare, and other information management issues that we as resource managers can use to enhance our capabilities while reducing workload.

The information jungle can be overwhelming to some and intriguing to others. No matter where you fit along that spectrum, learning to cope with the barrage of information available to us, through many varying sources, is not optional—it's a survival skill. Understanding how this information is stored and accessed can help us tame the jungle and keep us from becoming INFOMANIACS!

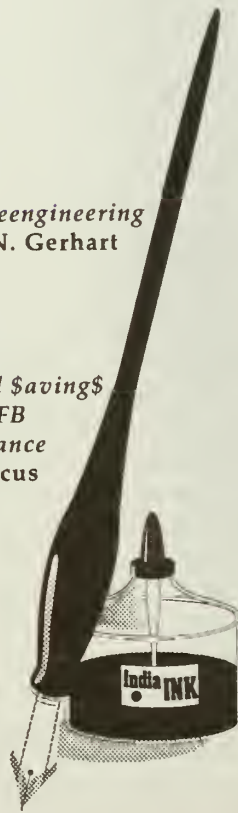
Best Author April Issue

Winner

Temporary Duty Travel Reengineering
by Lt Colonel Donald N. Gerhart

Runner-Up

*Innovative Ideas Yield Savings\$
for Randolph AFB
Aircraft Maintenance*
by Mr J. Bert Dycus



NOTES FROM THE:

Comptroller Officer Assignments Section

by Major Joe Ward



After 18 months, roughly 20,000 incoming calls, 12,000 incoming E-Mails, 20 TDYs to destinations around the world, 500 assignments completed, and too many headaches to count, it is now time to say farewell and pass the torch to Major(s) Lori Wortman. As the statistics indicate, it was a very busy and rewarding 18 months as **your** Assignment Officer. In completing more than 500 assignment actions, I can honestly say I did my best to meet your individual needs as one of my customers while trying to also meet the needs of the Air Force. In most cases, the assignments turned out to be "win-win" situations for both the officer and the Air Force. In fact, of the 500 assignments completed, 488 were filled with volunteers. This equates to 96% of the FM officer assignments were accomplished with a *bona fide* volunteer.

Lessons Learned

Now it is time to share some things I learned in my short tenure as a *personnel* officer:

- **Be career minded and career field focused.** You need to make sure you prepare yourself to move ahead. PME and Advanced Academic Degrees are a must in today's competitive promotion environment.


- **Take responsibility for your future.** It is **your** career. Can't expect a good assignment to simply fall in your lap. Good assignments are earned. Let others know of your career intentions and ambitions and don't be afraid to seek help from the career field's senior leadership. Know what you want and you will generally get it!

- **Get on the right track.** Ensure your career path will help you be competitive for promotion. Promotion board panelists understand career progression. They look for officers that are headed in the right direction. Get with your Commander and take the time to map out a career path to match your ambitions.

- **Surf the Internet Weekly.** Although we are a fairly small career field with approximately 1,000 positions, our career field offers a wide variety of opportunities. By developing the habit of reviewing the advertisements on the bulletin board, you'll see some interesting one-of-a-kind opportunities of which many in the career field are unaware. With the advent of the FM Home Page and increased availability of the World Wide Web one can access this information from a home PC.

- **Higher the risk—higher the reward.** Don't be afraid to go after the tough jobs. The so-called **tough** jobs offer the greatest rewards. The more difficult jobs prepare you to assume positions of greater responsibility. Those that are willing to step up to these challenges are easily identified from the rest of the pack.

- **Network, network, network.** Interact frequently with your peers. Find out what kinds of issues they are working and share some of the new programs you have recently implemented or challenges you have successfully faced.

In closing, I want to extend best wishes and continued success to Major(s) Lori Wortman as she begins her new duties as **our** Assignment Officer. 



NOTES FROM THE: *Chief for Enlisted Matters*

by CMS James J. Magnotta

A funny thing happened to me the other day as I was "slugging" home from the Pentagon. I was sitting in the back seat while in front a young soldier was drilling his coworker on questions that might be asked during the soldier's appearance before an Army awards board the following day. A classic case of helping a young troop prepare for what seemed like an insurmountable board appearance. This situation reminded me of the many times I did the very same thing. More importantly, it reinforced in my mind our responsibilities to prepare our troops for the future changes that are just around the corner.


The biggest change facing us is our career field merger. Throughout my travels I stress the importance of preparing now for the merger of the 6F0X1 and 6F0X2 AFSCs. I tell our troops to learn everything they possibly can about financial management and emphasize on-the-job training as the primary means of obtaining that knowledge. I stress teamwork as the key to a successful transition, and belief in one strong financial management family for the future. However, you are the most important link in the merger chain. Are you prepared for the merger?

Hopefully, I can help you answer that question by asking you some others. Most important, how aware are you, and consequently your troops, of the merger process? Do you know that the 3-level school is expected to open its doors in October 1997? Do you know that there will be two new career development courses (CDCs)—one for the 5-skill level and one for the 7-skill level? Do you know that there will not be any in-residence course to assist in the transition period? Do you have a plan for job rotation so your people have opportunities to learn all they can? Do you and your people know that the merged AFSC allows total assignment flexibility? Do you know that generalists are the wave of the future? Have you shifted your paradigm from *this is just going back in history* to *this is building something new*? If you are comfortable answering these questions, then I think you are prepared.

If it all sounds overwhelming, don't worry. The MAJCOM functional managers can help answer some of the process questions. They should have been helping you along, but if you haven't used their expertise, start now. Implementing the merger, however, rests at base level and at the DFAS OPLOCs. There and only there can our people be given an opportunity to learn all they can, and foster a successful merger.

Here are some of the ways you can help. Be positive about the merger, squelch the negative rumors, and have open channels of communication. Identify your best trainers now and begin team building. Provide the right environment for change by allowing job rotations. Focus on the long term benefits and rewards of a merged career field. Solve problems quickly, and change your paradigm. This merger builds a new career field, and does not merge existing functions. Above all, let your people learn by doing, and when they make mistakes, give positive feedback.

I will certainly admit that we must overcome a great deal of pain along the merger path. In the long run, however, we will be a stronger career field that can meet any challenge. We all have a part to play in this journey. Some of us will be like the passenger in the front seat asking questions and nurturing our own drivers. Some of us will be like the driver searching for help and ways to build confidence. Whatever your role, make it count.

Updates: The mandatory 6F070 class is up and running. The 6F170 class will be available before the end of this fiscal year. Quotas are distributed by AFPC and are based on date entered 7-level training. Promotion testing for CMSgt (96E9) and SMSgt (97E8) eligibles will be done 1-30 September 1996. Promotion board dates, selections, releases, and eligibility requirements do not change. We now know the first 1997 Air Force TOP DOLLAR team. Congratulations to this year's AFRES winner, the 910 AW/FM from Youngstown OH. It was a fun time at Camp Swift TX. 

ACES High

Staff Sergeant Norman E. McGuire was raised in Honolulu, HI, and enlisted in the Air Force in 1984. Upon completion of basic training, he attended Accounting Specialist Training at Sheppard AFB TX.

His first assignment was Chanute AFB IL, as a Commissary Accounting Clerk and a Materiel Accounting Technician. During this tour, he was awarded **Airman of the Month**, **Airman of the Quarter** (twice) and **Airman of the Year** for Resource Management. His dedicated work with the Champaign Children's Home led to laudatory recognition by the Home's director. He also received a volunteer award from Chanute's MWR director for his work in youth center sports.

In 1986, he was transferred to Elmendorf AFB AK, as a Local Purchase Payment Clerk. He attended **NCO Preparatory School** and garnished the coveted *John L. Levitow* award. In 1987, he was assigned as Commissary Payment Clerk. In 1988, he was NCOIC, 21st TFW Budget Office. He was voted President, Unit Advisory Council. His work led to a scholarship program for junior airman for college. In 1989, Sgt McGuire received the prestigious *Bear Buster* award from Galena Airport. He also received the *Educational* award from the Denali Chapter, American Society of Military Comptrollers, for outstanding resource management systems training. In 1990, the PACAF IG team recognized Sgt McGuire as a *Professional Performer* during the Wing's Unit Effectiveness Inspection (UEI). The PACAF IG team rated his RMS training program as **Outstanding** and the entire Budget office received an **Excellent** rating.



*Staff Sergeant Norman E. McGuire
NCOIC, Confidential Funds
HQ AFOSI/FM
Bolling AFB DC*

He took over a tough job in Travel Pay, returning to Sheppard AFB to attend the Travel Pay course. Sgt McGuire later became Chief, Travel Pay. When Mount Pinatubo erupted in the Philippines, he was hand picked to be part of a base action team to receive evacuees. While on the team, he briefed military personnel and their dependents on their TDY, PCS, and Safe Haven entitlements. The hard work and long hours led to him receiving a Cope Thunder *Top Thunder* Award from the Commander. His dedication that year led to his selection as **NCO of the Year** for the 21st Comptroller Squadron. In 1991, Sgt McGuire returned to the 21st Wing Budget Office. He was assigned as an analyst for 11th Air Force and was appointed to the Civilian Employment Cost Management Committee to work tough civilian work force issues. He attended the United States Army

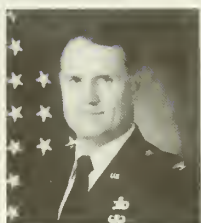
Logistics Management College and successfully completed the **Defense Regional Interservice Support Course**. He later designed an automated Resource Management systems training package saving numerous manhours per training session. During his tour at Elmendorf AFB, he and his wife were very active with the Alaska Family Child Care Society. They were foster parents for over four years.

In the fall of 1993, Sgt McGuire PCS'd to HQ AFOSI as the NCOIC, Confidential Funds. In 1994 Sgt McGuire was selected to perform a six-week manning assistance TDY where he filled in for two vacant one-deep region positions as the C-Funds Custodian and the NCOIC, Financial Management. His was recognized when he received a "Certificate of Appreciation" from the Region Commander. He returned to HQ AFOSI and instituted the first ever C-Funds workshop. The workshop was extremely successful and was highly lauded from the senior leaders throughout AFOSI. It not only helped improve a major quality process, but also saved hundreds of manhours. Sgt McGuire's hard worked paid off recently when he was named HQ AFOSI NCO of the Year for 1995.

Sgt McGuire is currently the Vice President of Public Relations for the AFOSI Toastmasters Club and is active in coaching Little League Baseball. He is a member of the American Society of Military Comptrollers and graduated this past spring from the Community College of the Air Force with a degree in Financial Management. Staff Sergeant McGuire continually looks for challenges and is definitely ACES HIGH!



PROMOTIONS



Colonel Oberbillig



Colonel Taylor



Mr Sommer

Colonel Ronald M. Oberbillig is the Chief, Financial Analysis Division, HQ PACAF/FMA, Hickam AFB HI.

Colonel Donna M. Taylor is the Director of Financial Management and Comptroller, NGB/FM, Washington, D.C.

Edward G. Noack, GM-15, is the Chief, Requirements and Budget Integration Division, SA-ALC/FMI, Kelly AFB TX. (No Photo Available)

James L. Sommer, GS-15, is the Associate Director, Supply Systems Audits (AFAA/QLS), Acquisition and Logistics Audit Directorate, Wright-Patterson AFB OH.

Air Combat Command

Ensminger, Mary L., to Maj; HQ ACC
Tetla, Lori A., to GS-12; Tyndall
Torain, Cathorine, to MSgt; Dyess
Wingo, Joseph B., to MSgt; Davis-Monthan

Air Education and Training Command

Bryan, Jeffrey A., to Maj; 364 TS/TTGBF
Dornbusch, Maxim K., to Capt;
14CPTF/CC
Hernandez-Stone, Rose M., to GS-12;
HQ AETC/FMAS
Johnson, Anthony K., to SMSgt;
37CPTS/CC
Kirtley, Kenneth, to MSgt; 56 CPTS/FMF
Rudy, Jack W., Jr., to CMSgt; 56 CPTS/
FM

Air Force Audit Agency

Deckard, Cheryl, to GS-12; QLR/
Wright-Patterson
Dinello, Joyce, to GS-12; FDC/Peterson
Ellsworth, Eric, to GS-12; FDC/Little
Rock
Ferrin, Reed, to GS-13; QLM/Wright-
Patterson
Fielder, Shawn to GS-12; QLR/Los
Angeles
Hobbs V, Charles A., GS-14; RMD/
Rosslyn

Hoffman, Donald, to GS-12; FDC/Scott
McFadden, Nola, to GS-12; QLR/Robins
Navarro, Joan, to GS-12; QLR/Tinker
Schultz, Dennis, GS-13; QLS/Wright-
Patterson
Seals, Kimberly, to GS-12; QLR/Wright-
Patterson
Sensley, Euthenia, to GS-12; FDW/
Randolph
Trawick, Irena, to GS-13; QLR/Wright-
Patterson

Air Force Materiel Command

Adams, Jay, to GS-12; WR-ALC/
FMLMB
Ash, Jackie, to GS-12; HQ AFMC/FMT
Baker, Michael, to GS-12; SM-ALC/
FMDM
Baldwin, Janis, to GS-13; WR-ALC/
FMLSB
Bond, Nonna, to GS-12; SM-ALC/
FMDD
Brace, Ed, to Capt; ESC/IC
Brown, John, to GS-12; WR-ALC/
FMLRB
Brown, Kelly A., to GS-12; OO-ALC/
FMR
Calabio, Kelly P., to Maj; SMC/CLMA
Campbell, Sharon, to GS-12; HQ
AFMC/FMRI
Cox, Kathryn, to GS-13; HQ AFMC/

FMOB

Dooley, Michelle, to GS-13; ESC/MC
Fox, Sandi, to GS-13; AFFTC/FMB
Frazier, Krystal H., to TSgt; 88 ABW/
FMFP
Glenn, Barbara, to GS-12; SM-ALC/
FMDD
Heidmann, Jeanette, to LTC; ESC/AW
Horn, Sharron, to GS-13; AFFTC/FMB
Howell, Kenneth, to GS-12; WR-ALC/
FMLMC
Iverson, Lee A., to LTC; SMC/CFP
Lane, Lillian, to GS-12; SM-ALC/FMDD
Mettile, Robert T., to GS-12; AGMC/
FMOC
Miller, Mary E., to GS-12; 88 ABW/FMF
Montoya, Manuel, to GS-12; AFFTC/
FMN
Murray, Millie, to GS-12; WR-ALC/
FMLMD
Olson, Lawrence, to GS-12; SM-ALC/
FMPB
Padgett, Margaret, to GS-12; WR-ALC/
FMLSC
Perkins, Kevin W.J., to MSgt; 88 ABW/
FMFS
Pruitt, Janice, to GS-12; HQ AFMC/
FMBA
Rego, James A., to LTC; SMC/MEB
Richardson, Steven, to GS-12; SM-ALC/
FMPC

Ruthford, Thomas, to GS-12; SM-ALC /
FMPC

Scott, Warren, to GS-12; WR-ALC /
FMPX

Smart, Margaret A., to GS-12; AGMC /
FMOB

Smith, Cheryl, to GS-12; SM-ALC /
FMDD

Smith, Wanda L., to LTC; ASC / SM

Spencer, Eleanor R., to GS-12; OO-ALC /
FMR

Thomas, Garnet A., to GS-12; AGMC /
FMOB

Thomas, Lonnie, to GS-12; WR-ALC /
FMPX

Tucker, Steve R., to GS-12; 88 ABW / FMF

Veino, Patricia, to GS-13; ESC / AV

Verma, Raj, to Maj; HQ AFMC / FMO

Wicks, Dean, to GS-13; WR-ALC /
FMLS

Williams, Mary Jeanne, to GS-13; ESC /
AV

Air Force Reserve

Burrell, Jimmie, to GS-13; 22 AF / FM

Croxtan, Michael, to GS-13; 10 AF / FM

McNaught, Donna, to GS-13; 4 AF / FM

Rusk, Alan, to GS-12; 924 FW / FMA

Air Force Space Command

Moss, Tom, to GS-12; Patrick / FMA

Taliaferro, to GS-12; Falcon / FMF

Air Force Special Operations Command

Balthazrr, Wayne K., to SMS; HQ
AFSOC / IGQ

Air Intelligence Agency

Crowder, Dennis, to MSgt; 402 ISQ /
FMA

McGee, Yolanda, to MSgt; 497 IG / FMA

Oliver, Ricky, to MSgt; 488 ISQ / FMA

Torres, Teddy, to MSgt; 692 IG / FMAA

Air Mobility Command

Raths, David C., to Maj; HQ AMC /
FMPE

Tucker, Steve R., to GS-12; ASC / FMF

Air National Guard

Butrick, Danny D., to CMSgt, ANGRC /
FMF

Iverson, Rick, to LTC; 159 FW / FM

McCormick, Kathleen, to LTC; 108

ARW / FM

Kolterman, Dave, to Maj; 109 AW / FM

Pacific Air Forces

Holzinger, William G. Jr., to MSgt; HQ
PACAF / FMF

Trulson, Jerry C., to MSgt; 611 AFS,
Elmendorf AFB AK

Wilson, Marc G., to Maj; HQ PACAF /
FMA

United States Air Force Academy

Burum, Jeffrey D., to Maj; HQ USAFA /
FMA

United States Air Forces in Europe

Dillon, Dennis D., to Maj; HQ USAFE /
FMA

Frankenfield, Thomas J., to LTC; HQ
USAFE / FME

11WG

Jacobs, Phyllis, to GS-12; 11WG / FMR

Thomas, Joyce, to GM-14; 11WG / FMI

SAF/FM

Chandler, Carol to MSgt; SAF / FMBMB

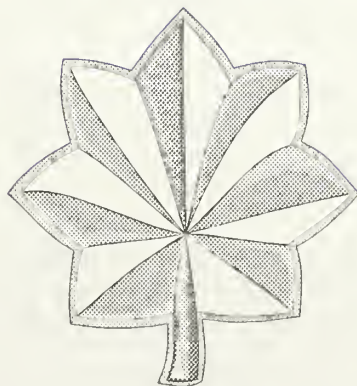
Fulghum, Chip, to Maj; SAF / FMBOI

Green, Margaret, to MSgt; SAF / FMBL

Thomas, Steven L., to MSgt; SAF / FMC

Weglage, Rebecca; to GS-13; SAF /
FMBOO

Captains Picked to Pin On Gold Leafs



Mark A. Blume
Paul L. Carter, III
Cleophus D. Chatman
Asbury J. Daniel
Bernard P. Davey
Debra J. Doucette
Elizabeth C. Dunn
Myra L. Evansmanyweather
Suzanne Filion
Kurt C. Held
Garland S. Henderson
Ted A. Jackson
Bruce G. Johnson
John W. Long
Thomas O. Major
Joan McCray

Brian S. Melton
Kimberly A. Meyer
William V. Miller, Jr.
Winfred G. Moore
Kenneth L. Nelson
Dallas N. Newsome
James W. O'Brien
Thomas R. O'Hara
Bonnie L. Owens
James R. Pulliam
Michele E. Reboulet
Carl R. Simpson
Bryan D. Turner
Johnny T. Wilson
Lori A. Wortman

Congratulations!

RETIREMENTS



Mr Guajardo

Mr Raul Guajardo, GM-15, retires as Chief, Western Region, AFSA/FDW, Randolph AFB TX

Air Combat Command

Bohnke, Roger, Maj; HQ ACC
Cobur, Elwood, MSgt; Mt Home
Everts, Mark E., TSgt; Dyess
Freeney, Tammy M., Maj; HQ
ACC
Hungate, Reba G., GS-11;
Barksdale
Jordan, Lenard, MSgt; Dyess
Oehrli, Robert W., LTC; Nellis
Roberts, Martin C., Maj; HQ
ACC
Williams, Allen, TSgt; Dyess

Air Education and Training Command

Gomez, Pedro J., GS-9; 37 CPTS/
CC
Lopez, Harold C., Capt; 364 TS/
TTGBF
Magdangal, Rey D., MSgt; DAO-
DE, Luke/FM
Noe, Philip M., Capt; 364 TS/
TTGBF
Sparkman, Horace F., GS-12; HQ
AETC/FMAM

Air Force Audit Agency

Chase, Larry, GM-14; FDW/
Randolph
Criner, Porter, GM-13; FDW/Mt
Home
Jennings, Eugene, GM-14; QLQ/
Wright-Patterson
Kolman, Geraldine, GS-12;
QLR/Kirtland

Air Force Materiel Command

Karper, Shirley F., Capt; ASC/
LUF

Krekula, Nathan R., Maj;
WL/FMC
Lockley, Cynthia Coley, Maj;
ASC/YPP
McElroy, Jeffrey W., Capt; ASC/
YFP

Air Force Reserve

Carroll, Bob, GS-12; 924 FW/
FMA
Rudolph, Joyce H., GS-11; 22AF/
FMFQ

Air Force Space Command

Culqui, Marcelo, MSgt; HQ
AFSPC/FMA
Davis, Fredric L., Maj; HQ
AFSPC/FMF
Jewell, Linda A., LTC; HQ
AFSPC/FMA
Williams, James C., MSgt; HQ
AFSPC/FMF

Air Force Special Operations Command

Gourdine, Joseph, Capt; HQ
AFSOC/FMPP

Air Intelligence Agency

Boller, Roy, MSgt; 26 MSQ/FMA
Davis, Alan, MSgt; TOD/FMA

Air Mobility Command

Duff, Steven M., MSgt; HQ
AMC/FMF
Kloekner, Delmont, GS-11; HQ
AMC/FMB
Ko, Rich C., CMSgt; HQ AMC/
FMF

Air National Guard

Lambert, Lawrence, CMSgt;
ANG/FM

USAFA

Aldrich, Quentin G., MSgt;
DAO-DE/FMFM
Gregg, Mark E., TSgt; DAO-DE/
FMFM

United States Air Forces in Europe

Grimes, Timothy A., Capt; HQ
USAFE/FMA

11 WG

Leaman, Robert S., TSgt; 11WG/
FMI
Skeete, Dee, GS-12; 11WG/FMFT

DFAS

Allgood, Joseph, GS-11; DFAS-
DE/WVF
Kemp, James C., SSgt; DFAS-
DE/FJPST
Roberts, Valentine, MSgt; DFAS-
DE/ANBL
Worthing, Debra, MSgt; DFAS-
DE/ANAA

SAF/FM

Mahoney, Heidi, Maj; SAF/
FMBOO
Veltri, Tom, LTC; SAF/FMBL
Wunderlin, Rich, TSgt; SAF/
FMBMC

SES ACTIONS



Ms Gaskins



Mr Gregory

Ms Kathern Gaskins, Comptroller, SM-ALC/FM, McClellan AFB CA, was promoted to the rank of SES.

Mr Kenneth Gregory, Assistant Auditor General, Acquisition and Logistics Audits, AFAA/QL, was promoted to the rank of SES.



Did You Know. . .

The Word Comptroller

Someone made a mistake. It happened four or five centuries ago when an Englishman put *mp* into the word *comptroller*. Since the rise of modern comptrollership, there has been much discussion on the proper spelling of the word.

The term *controller* apparently stemmed from the Latin, by way of the ancient French. It was originally spelled *contre-role*, or *contre-rolle*, literally meaning *a role check against*. In 14th century England, a *conterrolle* was an officer who kept a duplicate role or account as a check on another officer's account. In the 14th and 15th centuries, the first syllable was often spelled *count*. It appears that this spelling led to confusion on the derivation of the word. In the 15th century, probably under the mistaken opinion that the word was derived from *compte*, the French word for *account*, the spelling was "corrected" to *comptroller*. After four or five centuries of use, this spelling became the established form in many public places, and is considered the proper spelling in the titles for public officials. But don't assume that the issue is settled . . . the spelling *controller* is used by the **Controllers Institute of America**, and by many businesses.

If the word-purists who advocate the use of *controller* were to hear the frequency with which *comptroller* is mispronounced, they would congratulate themselves for choosing the simpler spelling. *Comptroller* should be pronounced exactly like *controller*.

(Reprinted from the first issue of *The Air Force Comptroller*, Vol 1, No 1, October 1967—Editor)



1995 ASMC Air Force Individual Awards

Award	First Place— <i>Distinguished</i>	Second Place— <i>Meritorious</i>
	Major Command Headquarters or Higher	Unit Under Major Command
COMPTROLLER/DEPUTY COMPTROLLER		
<i>Distinguished</i>	Colonel Paul D. Huegel HQ AIA / FM, San Antonio TX	USMC
<i>Meritorious</i>	USA	USA USCG USN
BUDGETING		
<i>Distinguished</i>	DFAS	MSgt Timothy J. Meyer 28 CPTS / FM, Ellsworth AFB SD
<i>Meritorious</i>	Lt Colonel James A. Behring SAF / FMBO, Washington DC	Ms Johnette Howard 97th Comptroller Flight, Altus AFB OK
	DoD	Maj Barry E. Sterling 325 CPTF, Tyndall AFB FL
ANALYSIS AND EVALUATION		
<i>Distinguished</i>	Mr C. Frederic McNitt HQ AMC / FMPC, Scott AFB IL	Capt George A. Coggins WR-ALC / LVA, Robins AFB GA
	Maj Thomas P. Reilly HQ AETC / FMAI, Randolph AFB TX	Capt Bryan D. Turner OO-ALC / FMF, Hill AFB UT
<i>Meritorious</i>	Maj Michael A. Benjamin SAF / FMCCA, Washington DC	Capt Russ S. Karmali HSC / YAPC, Brooks AFB TX
ACCOUNTING AND FINANCE		
<i>Distinguished</i>	Ms Gail M. Hammersmith USTRANSCOM, Scott AFB IL	MSgt Arlene G. Archer 28 CPTS, Ellsworth AFB SD
<i>Meritorious</i>	USA	DFAS
	DFAS DFAS	
AUDITING		
<i>Distinguished</i>	Ms Bonnie L. Humphrey AFAA / QLF, Wright-Patterson AFB OH	Ms Mary E. Butler AFAA Area Audit Office, Robins AFB GA
<i>Meritorious</i>	Mr William J. Whitehead AFAA / AAO, Scott AFB IL	Ms Kathryn S. Hill AFAA, Randolph AFB TX

1995 ASMC Air Force Individual

First Place—*Distinguished* Second Place—*Meritorious*

Award	Major Command Headquarters or Higher	Unit Under Major Command
-------	--------------------------------------	--------------------------

EDUCATION, TRAINING AND CAREER DEVELOPMENT

<i>Distinguished</i>	Lt Colonel Daniel L. Dunaway SAF/FMPC, Washington DC	Lt Colonel Vaughn E. Caudill HQ AFSVA/SVSXP, San Antonio TX
----------------------	---	--

RESOURCE MANAGEMENT

<i>Distinguished</i>	DFAS	Ms K. Marie Cormier 99 CPTS/FMA, Nellis AFB NV
----------------------	------	---

<i>Meritorious</i>	USA	USA
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MANPOWER MANAGEMENT

<i>Distinguished</i>	DFAS	USA
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<i>Meritorious</i>		USA
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INTERN/TRAINEE

<i>Distinguished</i>	USMC	DFAS
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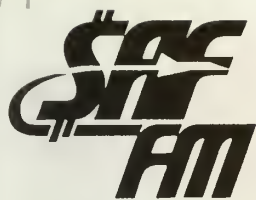
<i>Meritorious</i>	DoD	Ms Kelly J. Meade AL/YAP, Brooks AFB TX
--------------------	-----	--

TEAM ACHIEVEMENT AWARDS

<i>Distinguished</i>	47 CPTF/FMA, Laughlin AFB TX
<i>Honorable Mention</i>	33 FW/FMA, Eglin AFB FL
<i>Honorable Mention</i>	45 CPTS/FMAP, Patrick AFB FL
<i>Honorable Mention</i>	DFAS

Assistant Secretary of the Air Force Financial Management and Comptroller

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the AIR FORCE **COMPTROLLER**

Volume 30

Number 4

October 1996



Inside this issue:

- Organizational Charts
- Building Our Path Into the 21st Century
- What's Replacing the FMCP Interview?
- Career Broadening—An Opportunity Waiting
- The Air Force Center for Environmental Excellence





Building Our Path Into the 21st Century

We recently published our summary of the **FM Long-Range Plan** and disbursed it (sounds like a good accounting word to me!) out to the field.

I am very proud of the Air Force FM community and the efforts to improve our community that are reflected in this plan. That is why I sent a copy of the plan to each of our base comptrollers with a personal letter asking them to make sure that all our people see it.

The summary of the distributed documents our strong commitment to financial management is not something to put on the shelf. There are 117 specific actions in the plan that need to be achieved. I am very pleased to report that 68 percent of the actions have already been implemented, and we continue to work on the



plan that we have efforts and shows our improving the Air Force community. But this plan the shelf and admire. actions associated with carried out in order to improvements. I am sixty-eight percent of the implemented, and we remainder.

Many of these actions focus directly on people and communications. Among the initiatives are new career progression pamphlets that provide our people with a clear view to the top. We are revising the civilian interview process and will soon implement a selection board for squadron commanders. Over 50 percent of our base-level offices now have a LAN capability, including access to FM personnel worldwide. We have even established an **Air Force FM Home Page** on the **World Wide Web** to ensure that the information and tools needed to do the job are readily available.

While we complete these initiatives and others, I want you to continue thinking about ways to do all that we do better, faster, and more efficiently. Look around you and resolve to "fix" at least one irritant, or one redundant process, or one time-consuming procedure. If each of us fixed just one thing in the next year, think of what we could accomplish, and how much better the job would be.

ROBERT F. HALE

**Assistant Secretary of the Air Force
(Financial Management and Comptroller)**

The Air Force COMPTROLLER

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*Assistant Secretary of the Air Force
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FM Home Page <http://www.saffm.hq.af.mil/SAFFM/>

Ms Gloria R. Jaskiewicz
Editor

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The Behavior Inventory

Replacement for the FMCP Interview

by Ms Paulette Pinkard



The Financial Management Career Program (FMCP) has historically used a formal, structured interview as part of its Total Person Score (TPS). The TPS is used to determine the final ranking of candidates when there are more than 15 candidates available for referral. When participating in the interview, registrants were required to go before a panel of senior financial management officials every two years and respond to written interview questions concerning financial management functional areas. The panel interview process was a useful tool which allowed registrants to demonstrate their financial management knowledge and expertise. As beneficial as it was, however, the interview process was not without its faults. Due to high administrative costs and registrant complaints concerning the interview's stressful environment, the TPS Panel was tasked to see if a less costly and

less stressful substitute could be found. After reviewing all of the options, the Policy Council selected a managerial competency assessment tool known as the Behavior Inventory (BI).

What are managerial competencies? A managerial competency can be defined as an underlying characteristic of an individual that can be shown to predict top performance. These characteristics enable top performers to demonstrate critical behaviors more often, in more situations, and with better results.

What is a Managerial Competency Model? Managerial

competency models consist of a group of characteristics (competencies) that are found in top performers in a career field. Each competency in the model has associated with it behavior indicators that identify the specific behaviors found in these top performers. The FMCP has two competency models (See Fig 1 and 2). The first model is used for registrants competing for GS-12 and GS-13 positions. The second is used for registrants competing for GS-14 and GS-15 positions.

Managerial competency models and behavior indicators are career program-specific. That is, different sets of competencies and behavior indicators will be

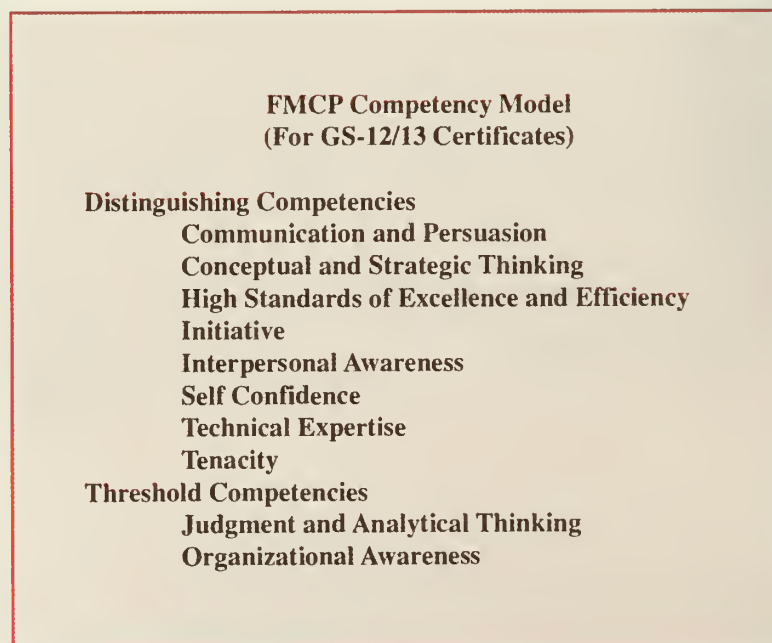


Figure 1

**FMCP Competency Model
(For GS-14/15 Certificates)**

Distinguishing Competencies

Communication and Persuasion
Conceptual and Strategic Thinking
Developing Others
Entrepreneurial Achievement
Flexibility
High Standards of Excellence and Efficiency
Initiative
Interpersonal Awareness
Self Confidence
Tenacity
Use of Influence Strategies
Working Through Others

Threshold Competencies

Customer Service Orientation
Group Management
Networking
Judgment and Analytical Thinking
Organizational Awareness

Figure 2

Consultants for USAF/DPC to provide an accurate assessment of an individual's managerial competencies. The BI instrument provides a means to evaluate both the individual's managerial strengths and areas needing development. This evaluation is **NOT** a rating of technical competency or current job performance. The annual performance appraisal already provides the vehicle to evaluate job performance.

A single completed BI instrument can be used by multiple career programs. The BI is scored differently based on the competencies applicable to individual functional areas. This procedure allows an individual's management competencies to be assessed for more than one career program.

How is the BI done? The BI assessment involves a one-on-one discussion between the

more or less important in predicting effective performance for financial management than for other career programs (such as logistics or contracting).

All competencies contained in the model for a functional area are important to success in the job. However, some competencies distinguish top performers from typical performers better than others. These are known as "distinguishing" competencies. Competencies found in both top and typical performers are referred to as "threshold" competencies and are not scored.

What is a BI? The BI is a validated instrument developed by **Hay Management**

Fill in the "A" circles on the answer sheet for behaviors that you have observed the individual perform most frequently and effectively. **You may have no more than two "A" responses within each block of four behaviors.** Fill in the "B" circles on the answer sheet for the other behaviors. *Remember for each block of four behaviors you may have no more than two "A" responses.*

- | | | |
|--|---|---|
| 1. Visualizes the future, including its opportunities and threats. | A | B |
| 2. Does things before being asked to or forces by events. | A | B |
| 3. Uses a wide range and depth of technical knowledge. | A | B |
| 4. Works to do his or her job well. | A | B |

Figure 3

The Behavior Inventory (Continued. . .)

supervisor and the employee. The instrument itself is made up of a series of "blocks" of four related observable behaviors as illustrated in the sample "block" below.

All of the observations within a block are examples of "good" work behavior. However, not every individual will show each of the behaviors to the same degree. It is the task of the two people completing the BI (supervisor and employee) **to select no more than two "A" behaviors that the employee has shown most frequently and most effectively.** Picking **MORE** than two "A's" will invalidate all selections and require the BI to be reaccomplished. Combinations allowed within a block of four questions are: Two A's and two B's; one A and three B's; or Four B's.

The behavior inventory must be completed jointly by the supervisor and the employee. Working together, they should strive to reach agreement or consensus for each response. However, where agreement cannot be reached on a response, the supervisor's judgment prevails.

When the instrument is completed and returned to the FMCP PALACE Team, it is electronically scanned and a scoring algorithm based on the FMCP competencies is applied to the raw score. Feedback to registrants will show each competency and its score, and will give an overall score based on the financial management algorithm. The overall BI score will replace the interview score in the registrant's TPS.


What's in it for me? There are three main benefits to using the BI. First, the BI assessment will replace the more stressful and costly interview as an element in your TPS. Second, the assessment will identify education and training needs. This will make registrant career planning much more efficient. Third, the BI promotes positive interaction between employees and their supervisors. Registrants are encouraged to share feedback with their supervisors to help determine potential training requirements. Based on the test conducted earlier this year, we believe FMCP registrants will find the BI assessment a reliable tool and much friendlier than the interview process.

When will the BI be implemented? Initial distribution of BI packages for registrants competing for GS-12 and GS-13 positions was made in August 1996. The packages included a checklist, a detailed instruction guide and all applicable forms. The completed BI is due back to FMCP not later than 15 October 1996. Interview scores for this registrant group were changed to zero effective 1 August 1996. Subject to completion of any required local bargaining, we anticipate the BI scores will be used for certificate processing beginning 1 January 1997. **Note:** From 1 August 1996 through 31 December 1996, certificates will be processed for GS-12 and GS-13 positions using a TPS with only four elements: education, awards, rating, and appraisal.

After incorporating the BI in the above registrants' TPS,

action will be taken in the spring of 1997 to administer the BI for registrants competing for GS-14 and GS-15 positions. Again, subject to completion of any required union bargaining, the BI score would be available for use in certificate processing on 1 October 1997. From that point, the BI will go into a two-year cycle with GS-11s/12s being due for a new BI in the spring of 1998 and GS 13s/14s in the spring of 1999. The timeframe may change based on a coordinated cycle among all career programs.

What happens if I don't want to complete the BI? This could negatively impact your chances for promotion or reassignment. Without a BI score, a zero will be assigned to that element of the TPS. Registrants have the option of declining the BI if they wish. The declination statement is prominently displayed on the BI score sheet and is self explanatory. We expect a very small declination rate compared to rates experienced with the old interview process.

Who do I call for more information? If you have any questions or concerns, please call **Roger Dold** at the FMCP PALACE Team, DSN 487-6177/6450, Com (210)652-6177/6450, E-mail fmcp@hq.afpc.af.mil. 

Career Broadening— An Opportunity Waiting

by Mr Kip Wilson

In the April 1995 issue of this magazine, Mr Robert F. Hale, Assistant Secretary of the Air Force (Financial Management and Comptroller) discussed the importance of financial managers in the Air Force and said *We must anticipate the skills and experience needed in our future workforce and the training, and career tracks, that will best meet those needs.*

The information presented here is to alert Financial Management Career Program (FMCP) registrants that career broadening (CB) in the Air Force financial management arena is in harmony with Mr Hale's pronouncements, and is *an opportunity waiting*—for you.

Overview of Career Broadening Program

FMCP CB positions are centrally managed by the Air Force Personnel Center (AFPC) and administered by the FMCP PALACE Team. CB positions are nonsupervisory and strategically located throughout the Air Force to provide specific financial management training and development assignments. According to AFMAN 36-606, Vol I, the primary purpose of CB is to provide training opportunities that broaden the skills and/or enhance leadership perspective of high-potential and exceptional GS-12/13

employees. These unique assignments are of short duration, usually two years. FMCP is authorized 30 career broadening positions of which ten are currently vacant and available for fill. FMCP CB positions will be filled competitively, considering reassignment, and change-to-lower grade candidates only (no promotions). Mobility is a condition of employment in a CB assignment. The selectee must sign an Air Force-wide *Memorandum of Agreement for Career Broadening and Follow-On Assignment*, although the follow-on assignment is usually back to the selectee's original organization.



Revised Career Broadening Procedures

The FMCP Training and Development (T&D) Panel has recently completed a review of the entire CB program. As a result of the review, the Panel revised procedures used to

determine host locations and expanded opportunities for participation by FMCP registrants. In the future, FMCP registrants can compete for a much wider variety of CB assignments. This means registrants can apply and compete for CB assignments in occupational series for which they normally would not be considered. However, the positive education requirements for GS-0510 Accountant and GS-0511 Audit CB positions still apply. The T&D Panel will rate and rank all candidates, make selections, and match selectees with available career broadening positions and host organizations. The geographic preferences of the candidates will be considered during this process, but will not be guaranteed. The objective is to select and place high-potential candidates in CB positions that will enhance the selectees' skills and knowledge which in turn will allow them to better serve the Air Force.

What's Happening?

In August 1996, the FMCP sent a message to the financial management community. The message asked SAF, MAJCOM, and FOA financial managers for volunteers to host one or more of the ten vacant CB positions. Responses were reviewed by the T&D Panel and the positions

Career Broadening

—An Opportunity Waiting (Continued. . .)

were allocated to host locations (unknown at time of this writing). In September 1996, FMCP sent a second message to explain the FMCP CB program, identify the host locations/type positions, and provide specific information on how to register for one of these challenging positions. A deadline of 30 September 1996 was established for personnel to register and/or update their FMCP Personal Availability Codes. Registrants were advised that only the following codes would be used

Mr Hale's support for training underscores the FMCPs ongoing initiative to have CB procedures that will revitalize and improve the program.

when screening for career broadening applicants; "ZZLCCB" for grade 12, and "ZZICCB" for grade 13. The applicants were asked to indicate their specific geographic preferences on the mail-in application. The FMCP will send a CB application to all candidates whose records show they are registered for a FMCP CB position in the Defense Civilian Personnel Data System's (DCPDS) September 1996 end-of-month file. Completed applications must be returned to the FMCP by 15 November 1996 to be considered. The T&D Panel will meet in

November-December 1996 to review registrant applications and make selections. The Panel expects that the new career broadening selectees will be reassigned to the 10 vacant CB positions during February-March 1997.

Why Me?

Career Broadening is not for everyone. It is, however, an outstanding opportunity for FMCP registrants who aspire to become senior level managers, and want to expand their skills and diversify their leadership experience. Mr Hale's support for training underscores the FMCPs ongoing initiative to have CB procedures that will revitalize and improve the program. The intent is to make true "career broadening" experiences by selecting high-potential individuals to learn different and important financial management functions, frequently under complex and demanding situations. This is a unique training opportunity available to all registrants, but only a select few will actually experience the challenge and the rewards. If progression to top-level management is in your career plans, you should consider applying for and accepting a CB assignment.

What Should I Do Now?

The cutoff for registration and consideration for the current ten vacant CB positions was 30 September 1996. However, other CB opportunities will occur as currently encumbered CB

positions become vacant. To ensure you are ready when the next vacancy occurs you should register in the FMCP, if eligible and have not already done so. Registration is accomplished through your servicing civilian personnel flight, using **AF Form 2675, Civilian Career Program Registration and Personal Availability**. Indicate your interest in a CB position by using the CB code "ZZLCCB" or "ZZICCB". Specific codes for individual occupational series, or the generic codes "CZZ" (any FMCP position), or "WZZ" (any career program position) will not be considered when filling CB positions.

If you have any questions you can reach the FMCP PALACE Team by phone (DSN 487-6177), by FAX (DSN 487-2445), or by E-mail (fmcp@hq.afpc.af.mil). Ask for Kip Wilson or Ron Sheppard.

The Air Force Center for Environmental Excellence

by Mr Gary M. Erickson
Director, Air Force Center for Environmental Excellence



Few people could have foreseen just a few years ago that the environment would become such a big issue in the Department of Defense (DoD). Today, branches of the military have environmental centers that help them clean up contamination, adhere to environmental laws and regulations, and fight pollution.

In the spring of 1991, the Air Force Chief of Staff set a goal that the Air Force would become the recognized environmental leader in the DoD. To help meet that challenge, the Service established the **Air Force Center for Environmental Excellence (AFCEE)** at **Brooks AFB, Texas**. In July 1991, AFCEE became a field operating agency (FOA) under the office of the Air Force Civil Engineer (AF/CE).

Before AFCEE was created, the Air Force did not have one centralized organization where commanders could come for assistance with their environmental requirements. They often had to deal with agencies that might not fully understand the Air Force mission or operations. The Center changed all that by

offering commanders a place that understood their business and where they could do *one-stop shopping* for all their environmental needs.

AFCEE's first director, **Mr J.B. Cole**, often said that the Center existed for one reason only, and that was to support the needs of the commanders in the field. We have been doing that for five years now, and doing it very well. In its first year of existence, the Center awarded \$275 million in environmental contracts to help Air Force bases clean up their contaminated sites and establish programs to keep contamination from ever occurring again. In fact, AFCEE was credited with being a major factor in the Air Force being honored with the **President's Council on Environmental Quality Award** in 1992.

The main thrust behind AFCEE's success is its people—the dedicated experts who have the talent, drive, and experience to meet our customers' requirements in any environmental arena. Since its founding, the Center has grown from 250 to more than 400 employees, many of whom hold

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advanced technical and scientific degrees.

AFCEE has five operational directorates:

- **Environmental Restoration (AFCEE/ER)** manages environmental cleanup projects at bases throughout the Air Force. This work takes place at both closure and non-closure bases. In closing bases, the Air Force is committed to clean up as quickly as possible any contaminated site in order to turn over the property to the people of the host community for their use.

There is a lot of activity that takes place in cleaning up, or remediating, contaminated sites and the Environmental Restoration Directorate is involved in all of them, from remedial investigation of sites to monitoring long-term operations. Last fiscal year, the directorate worked on remedial projects at 24 closing bases including a fast-track cleanup effort at Bergstrom AFB, Texas. We have expedited activities there so that the state capital city of Austin can meet its schedule for constructing a new municipal airport.

The Air Force is always looking for ways to do cleanup work better, faster, and more economically, and that's where the Technology Transfer Division of Environmental Restoration comes in. The division evaluates and field tests new environmental technologies. It also works with private firms and academia to bring new technologies on board. In the past, it has evaluated such emerging systems as bioventing, bioslurping, the cone penetrometer, and natural attenuation. The division shares all of its evaluation data with other federal agencies.

- **Environmental Conservation and Planning (AFCEE/EL)** ensures when an

Air Force base makes any changes to its facilities that no harm or damage is done to the environment in the process. For example, if a base decides to expand its runway, what possible affect could that action have on any endangered species that might live in the area? Are there cultural features there, such as historically significant structures, that could be impacted?

Through the Air Force Environmental Impact Analysis Process (EIAP), the directorate analyzes all the factors that are involved in a change. The findings of an analysis are published in a document called the Environmental Impact Statement (EIS).

The directorate also produces two other key documents: the Environmental Baseline Survey (EBS) and Environmental Assessment (EA). Just recently directorate personnel developed EAs and EBSs for Galena, King Salmon, Eareckson, and 18 radar sites in Alaska so that property could be leased to the host communities. The EA/EBS effort involved categorizing the environmental condition of each property and, at the request of the Alaska State Historical Preservation Office, identifying historic buildings associated with the WWII and Cold War eras.

One significant example of cultural preservation work is the agreement the directorate helped develop with Native American tribes concerning the treatment of significant burial sites at Williams AFB, Arizona.

- **Pollution Prevention (AFCEE/EP)**, as the name implies, seeks ways to curb or entirely eliminate not only the creation of hazardous waste but also general waste of all types. The directorate identifies sound pollution prevention ideas and crossfeeds those with the rest of

the Air Force and other federal agencies.

In 1992, the directorate started the Pollution Prevention Opportunities Assessment Workshop program. These workshops show Air Force people at base level how they can reduce or eliminate the waste produced by day-to-day operations at their installations. The workshops have been so successful that they have set the standard for pollution prevention training within the federal government. People from all the Services, USPS, Environmental Protection Agency, and others have attended the workshops.

Another success story has been PRO-ACT, a contractor environmental research service managed by the directorate. People from throughout the Air Force call PRO-ACT to get answers to their environmental questions. To date, the service has answered 8,992 technical inquiries and the number of queries is projected to grow to 25-30 percent per year.

The directorate is currently deploying the Air Force Environmental Management Information System (AF-EMIS) to all Air Force installations. AF-EMIS is an automated management tool used to track and control the purchase, issue, storage, use, and environmental aspects of chemicals and hazardous materials on a base. The system will have a great impact on pollution prevention.

A few years ago, Pollution Prevention began hosting the Annual Air Force Worldwide Pollution Prevention Conference and Exhibition in San Antonio. The first conference attracted only a few people, but it has since grown so much and become so successful that it is now a DoD function. Its new name is the Annual Joint

The Air Force Center for Environmental Excellence (Continued...)



Environmental remediation work at Bergstrom AFB TX. AFCEE has expedited cleanup of contaminated sites on the base so that the host community of Austin, the state capital, can build a new municipal airport.



Contractor employees drill wells at a site on Bergstrom AFB TX



A group that includes staffers from AFCEE's Environmental Conservation and Planning Directorate study a wetlands area on Dobbins AFB GA.

Service Pollution Prevention Conference and Exhibition. Last year the fourth conference attracted more than 2,100 persons and 186 exhibitors from throughout the Air Force, DoD, state and local governments, and private industry.

• **Construction Management (AFCEE/CM)** manages design and construction of military construction, family housing, and major medical projects throughout the Air Force. The directorate also prepares engineering and management guides, handbooks, and other products to assist Air Force managers with delivering design and construction projects.

Evidence of Construction Management's work is the AFCEE headquarters building itself. The directorate executed the design and construction contracts for the new 73,000 square foot, \$9 million facility. The project was completed last year, within 22 days of its original schedule.

The directorate's Family Housing Division played a major role in awarding \$67 million in family housing construction and major improvement projects last fiscal year. Among these was a six-phase family housing construction program at Barksdale AFB, Louisiana.

With Construction Management's design management oversight, the Air Force Reserve has entered into a new era of fire fighter training. The directorate has awarded contracts for environmentally friendly Fire Training Facilities (FTFs) on behalf of AFRES where fire fighters train with liquefied petroleum gas instead of aviation fuel, thus virtually eliminating any impact to the environment.

•The Air Force Design Group (AFCEE/DG) provides commanders with a variety of professional services, including architectural, interior and landscape design, and base planning. The directorate fosters quality in the Air Force environment by formulating design standards and establishing new design procedures.

When Air Force commanders need help with a design or planning problem they can turn to the Design Group for help. The directorate performs an average of 30 Assistance Team visits annually, which are in response to requests from major commands who want the teams to perform specific planning, architectural, and landscape design-related studies on their bases.

Also, the Air Force Design Group manages the Air Force Design Awards program that recognizes architectural excellence in military facilities. In connection with the awards program, the directorate publishes and distributes the

USAF Design Awards Program annual report, a publication that has helped increase awareness of the Air Force's high standards for design excellence.

In addition to the five operational directorates, AFCEE also maintains three **Regional Environmental Coordination** offices located in Atlanta (Eastern Region), Dallas (Central Region), and San Francisco (Western Region). These offices are responsible for keeping Air Force commanders advised of and in compliance with all applicable environmental laws and regulations.

AFCEE has worked diligently to bring on board a wide range of environmental services contracts so that it can offer customers support in environmental remediation, base comprehensive planning, pollution prevention and compliance, environmental and land use planning, and many other areas.

To procure these services, the Center contracts with the nation's foremost environmental firms. But it also strives to do business with smaller

companies. Last fiscal year, for example, almost two out of five AFCEE business contracts were with small and disadvantaged businesses, with about 20 percent of all contracting dollars going to the small business community. AFCEE also incentivizes large prime contractors to use small firms in subcontracting work. The Center's goal is to involve small businesses in 40 percent and small disadvantaged businesses in 15 percent of all subcontracting work.

Obviously, there is not enough room to fully detail all of the Center's programs and its many accomplishments. Although AFCEE consists of separate directorates with special functions, the Center is really a single team with the same purpose: to provide first class customer support to Air Force commanders. It has been our goal from the very beginning and remains so today. We won't settle for anything less.



About the Author



Mr Gary M. Erickson is the Director of the Air Force Center for Environmental Excellence (AFCEE), Brooks AFB TX. A member of the Senior Executive Service, he is responsible for providing overall guidance for the center's nearly 450 persons involved in serving USAF commanders around the world. Before being selected to lead the AFCEE, Mr Erickson was the Director of Programs Management at the Missouri River Division, US Army Corps of Engineers in Omaha, Nebraska, where he directed the execution of the division's military, environmental, and civil works mission.

Mr Erickson has a bachelor of science degree in electrical engineering, Milwaukee School of Engineering, Milwaukee, Wisconsin and a master of public administration (equivalent), Industrial College of the Armed Forces, Ft McNair, Washington, DC.

Financial Management in the Environmental Arena

by Mr J. Walter Epply

Who We Are

The Financial Management function of AFCEE is in the Financial Management and Mission Support (MS) Directorate. The MS Director serves as the Director of Financial Management and Comptroller. The MS Directorate is also responsible for providing computer, administrative, graphics, manpower, and training support to the AFCEE. Budget, manpower, and training responsibilities fall under the Resources Division (MSR) led by Dr Louise Lueb, the Budget Officer.

Within the budget team in MSR, a number of appropriations are managed which support AFCEE and its customers. These appropriations include various Operation and Maintenance (O&M) funds such as Service-Wide Support, Environmental Compliance, Defense Environmental Restoration Account (DERA), the four rounds of Base Realignment and Closure (BRAC), Civilian Education and Training, and various types of customer funds. Financial support is provided by six budget analysts, two team leaders, one systems accountant, one budget assistant, and one career broadening budget analyst. This team provides full support and management for their assigned program or appropriation. In addition to the familiar budget responsibilities, AFCEE's analysts work closely with the Human Systems Center,

Financial Management and Comptroller Directorate (HSC/FM), and the Defense Accounting Office (DAO-DE/BRF) located at Brooks AFB to coordinate and accomplish financial processing and reconciliation.

Funding Requirements

Financial management at AFCEE provides the expertise and oversight needed to manage several appropriations, each with its own unique set of legal and/or regulatory requirements. These appropriations include mission funds AFCEE uses for its own operations and support, as well as funds AFCEE receives from its customers for project work.

Mission Support Funds

AFCEE budgets for and receives several types of O&M funding, each of which must be separately budgeted, tracked, and reported. These include Service-Wide Support in Program Element Code (PEC) 91212F; Environmental Compliance (EC) in PEC 91256F; DERA in PEC 78008F; Military Family Housing (MFH) O&M; and Official Representation in PEC 91515F. In addition, AFCEE receives BRAC funds for Rounds I-IV. These funds are used to acquire the typical operating commodities, such as civilian payroll and travel, as well as several unique support contracts and initiatives.

Service-Wide Support (O&M)— PEC 91212F

O&M funds are utilized to support our design, construction, pollution prevention, and support

areas. This program supports the acquisition of typical commodities and the funds are budgeted for through SAF/FMB. One factor which contributes to the highly unique and complex nature of our Service-Wide support account is the significant reimbursable BRAC program. The unique nature of the BRAC appropriation is not compatible with the current payroll and supply systems, and they are processed as reimbursements to this account.

Environmental Compliance — PEC 91256F

Environmental compliance funds are utilized to enable the Air Force to comply with federal, state, and local environmental regulations and standards. This program supports the acquisition of typical commodities. These funds are budgeted for through SAF/FMB. These funds support our compliance offices in Atlanta, Dallas, and San Francisco.

DERA—PEC 78008F

DERA funds support the Air Force Installation Restoration Program (IRP) in contamination identification and cleanup efforts at non-closure US bases. These include costs associated with management, manpower, program support, and third party site (TPS) assessments. Along with other FOAs and MAJCOMs, AFCEE identifies its DERA requirements for funding through HQ USAF/CEV.

AFCEE's Atlanta, Dallas, and San Francisco Regional Environmental Offices (REOs)

provide oversight of TPS issues for their respective regions. A TPS is a non-federal facility that allegedly received hazardous substances as a result of Air Force activities. The Environmental Protection Agency (EPA) is the lead agency for TPS cleanup efforts, but the REOs work with regulatory agencies and other potentially responsible parties to provide technical and administrative oversight for the Air Force. Offices of Regional Counsel, which are collocated with the REOs, provide legal support for the program. Specific functions include determining site eligibility for TPS funding, identification of TPS requirements, technical and engineering assistance, active participation in establishing and monitoring remediation schedules, and prioritizing TPS funding requirements. TPS funding requirements are forwarded to the AFCEE/MS Directorate which reviews, validates, and forwards the requirements to HQ USAF/CEV. After review and coordination with Air Force Legal Services Agency/Environmental Law and Litigation Division (AFLSA/JACE) and agreement from the Deputy Assistant Secretary of the Air Force for Environment, Safety and Occupational Health (SAF/MIQ), funding for the TPS program is distributed to AFCEE. The MS Directorate monitors and reports obligations for TPS, as well as other DERA program requirements on a monthly basis. AFCEE financial management analysts ensure each DERA program line item complies with current program guidance. They recommend obligation strategies that are aggressive and responsive to a program with declining resources coupled with increasing oversight from DoD, Congress, and the public.

BRAC

AFCEE's largest customer is the

Air Force Base Conversion Agency (AFBCA), who is responsible for Air Force BRAC clean up. AFCEE is the service agent to the AFBCA and provides technical expertise and contracting support to execute the installation restoration program, Environmental Compliance-Environmental Restoration (EC-ER), and Environmental Baseline Surveys (EBS). These funds are received via an allotment from SAF/FMB. However, some BRAC funds are received directly from the bases or MAJCOMs on an Air Force Form 616, Fund Cite Authorization or Operating Budget Authority Document (OBAD).

At AFCEE, BRAC funds are utilized to support conversion requirements for the four BRAC rounds (BRAC88, BRAC91, BRAC93, and BRAC95). The BRAC88 (Round 1) account closed on 30 September 1995 for new obligations, while the remaining rounds do not expire. The BRAC account is extremely complex. For example, these are no-year appropriation accounts. However, funds are issued and tied to a specific program year. Since these are no-year funds, each BRAC round is cumulative in nature. However, funds must also be tracked on an annual basis. There are a number of administrative limitations on the BRAC account which increase oversight requirements. There are numerous restrictions/limitations governing internal reprogramming (commodity type or base, for example), which are subject to the antideficiency act. In addition, BRAC is a very dynamic activity. Requirements at the bases may change unexpectedly, which leads to frequent changes in program baselines and requires close coordination between the AFCEE, AFBCA, SAF/FM, and the accounting community. BRAC funds are separated into two major categories; program management funds and project funds.

BRAC Program Management

Program management funds are used to support typical commodities such as civilian payroll, travel, supplies, and the like. In addition, these funds are used to acquire several major contracts which provide AFCEE with enhanced program management and technical support capability. Due to unique attributes of the BRAC fund citation, BRAC payroll and supplies are processed as reimbursements from the BRAC appropriation to the O&M account. Annually, the MS Directorate prepares requirements budgets in support of each BRAC round. These requirements are forwarded to AFBCA for validation. AFBCA combines AFCEE requirements into a forecast execution which is forwarded to the Base Transition Division, SAF/MIIT. AFBCA works with SAF/MIIT to prioritize requirements within available funds prior to submission to the Office of the Secretary of Defense (OSD). After Air Force receives funding, AFBCA notifies SAF/FM, who issues funding documents to AFCEE. Financial management personnel in the Resources Division (MSR) perform extensive tracking and reporting on the status of these funds, internally to the AFCEE Directors, and externally to AFBCA and SAF/MIIT.

BRAC Project

BRAC project funds are used to perform actual closure work at the forty-one identified closure bases. These requirements are identified by the program managers for AFCEE, AFBCA, and the closure base. Financial Management personnel have developed extensive data bases for use by mission personnel in both AFCEE and AFBCA to accomplish program and financial management tracking and reporting. The development of

these databases has significantly enhanced program and funds management for BRAC project work; increasing funds available to support other projects and improving BRAC execution rates.

Customer Funds

MAJCOM and other DoD and federal agencies provide funding to AFCEE to support specific project requirements. These "customer funds" are received in a variety of ways. The preferred method of fund receipt for AF customers is the issuance of an OBAD by the customer, which provides for rapid recording and reporting of obligations in the accounting system. In addition, we receive funds on Military Interdepartmental Purchase Requests (MIPRs) and AF Form 616, Fund Cite Authorization (FCA).

Military Family Housing

AFCEE also supports MAJCOMs as design and construction manager for MFH projects. MFH O&M funds cover all the operation and support costs of the Military Family Housing Division, as well as any contractual service requirements approved by HQ USAF/CE. AFCEE also receives a small amount of MFH Planning and Design funds to support on-going MFH design projects.


Where We are Going

AFCEE's customer base continues to grow. AFCEE serves such diverse agency customers as

NASA, Federal Aviation Agency (FAA), Department of Energy (DOE), as well as numerous DoD customers. With base closures, base clean-ups, and continued downsizing throughout the DoD, customers recognize the economies of scale and superior capability AFCEE provides. Many times the technical expertise or manpower is simply not available within the requiring MAJCOM or agency. As a result, our support to MAJCOMs and installations/bases continues to increase.

As with the rest of the DoD community, AFCEE faces the challenge of increasing requirements in an era of declining resources. Decreases in program funding must be balanced not only against the increase in requirements, but also against growing public interest in environmental issues. Increase customer support is required by customers for requirements such as site visits, meetings with regulatory agencies, and meetings at bases to support design and construction projects. Other necessary support includes the development and maintenance of computer systems and automated data processing (ADP) support to provide information to worldwide Air Force customers; integration of office automation and Management Information System (MIS) hardware and software, and related training. Additionally, customers require support for

environmental conservation, compliance, and pollution prevention contracts such as PROACT, an environmental information exchange, providing a 24-hour hotline with answers to technical inquiries and Environmental Compliance Assessment and Management Program (ECAMP). These programs have proven to be extremely beneficial and have generated significant benefits to our customers. Finally, AFCEE customers require support for Air Force design guides, Air Force intern development program guidance, base comprehensive plan (BCP) guides, and Air Installation Compatibility Use Zone (AICUZ) programs for installations and bases.

AFCEE continues to support the Air Force in fulfilling its responsibilities in environmental issues. AFCEE provides these services without a service charge to the customer. AFCEE's goal is to be *THE* Service Center of choice for the Air Force. Financial Managers serve as one of the key pillars of providing first class support to the customer in this high volume, time-sensitive, volatile, environmental arena. 

About the Author



Mr J. Walter Epply is the Director, Financial Management and Mission Support, HQ AFCEE, Brooks AFB TX. He has a bachelor of science degree in business administration from Babson College, Wellesley Hills MA and a master of public administration from Harvard University, Cambridge MA. Prior assignments include SAF/FMB, SAF/FMC, HQ ATC/AC, and HQ AFSC/ACF. Mr Epply is a member of the Alamo chapter of ASMC.

Deputy Assistant Secretary, Budget

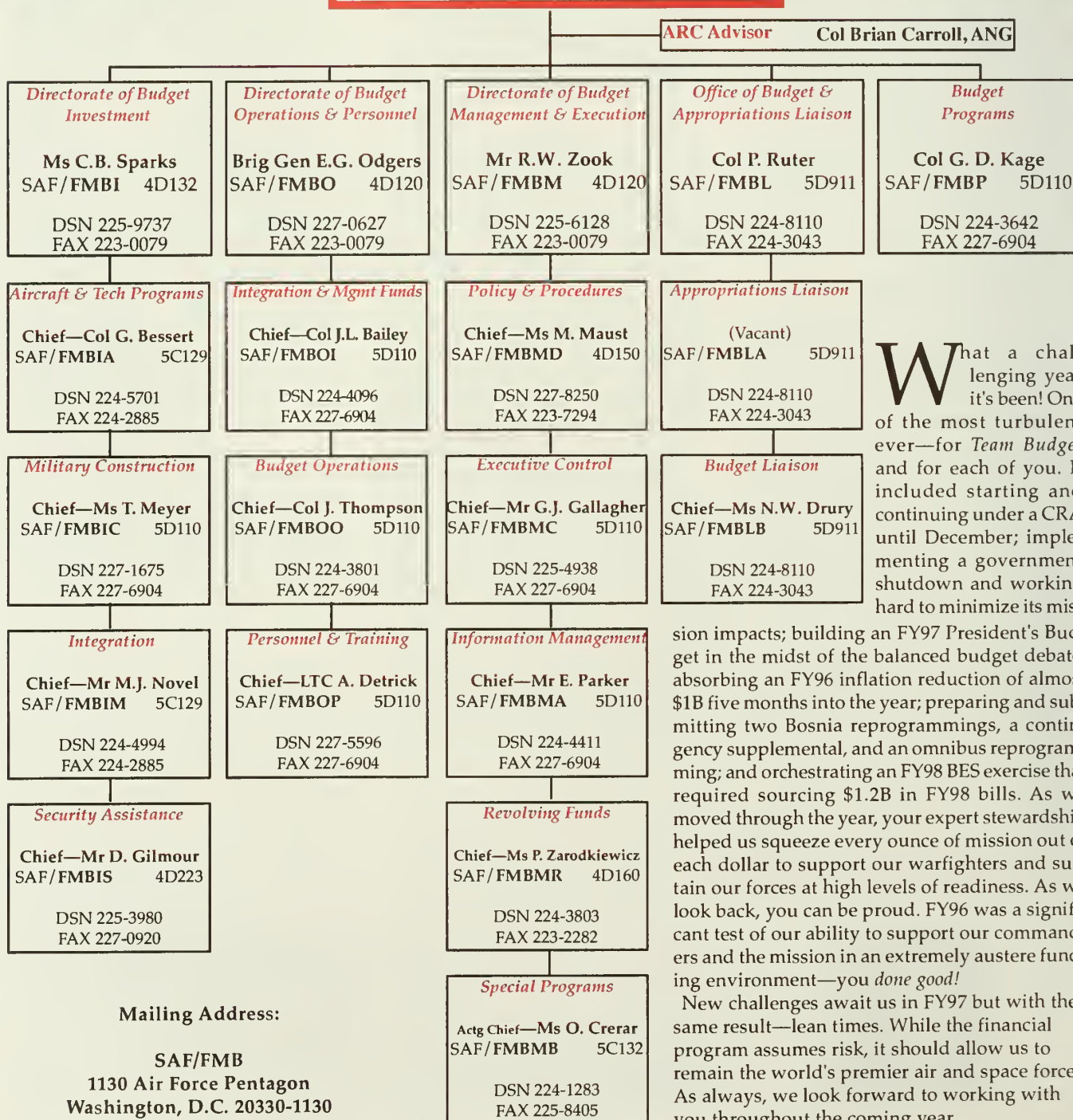


Maj Gen G.T. Stringer

Maj General G.T. Stringer
Deputy Assistant Secretary, Budget
SAF/FMB DSN 225-1875 4D131
FAX 223-0079
Mr R.D. Stuart
Deputy for Budget
DSN 225-1877



Mr R.D. Stuart



Deputy Assistant Secretary, Cost & Economics



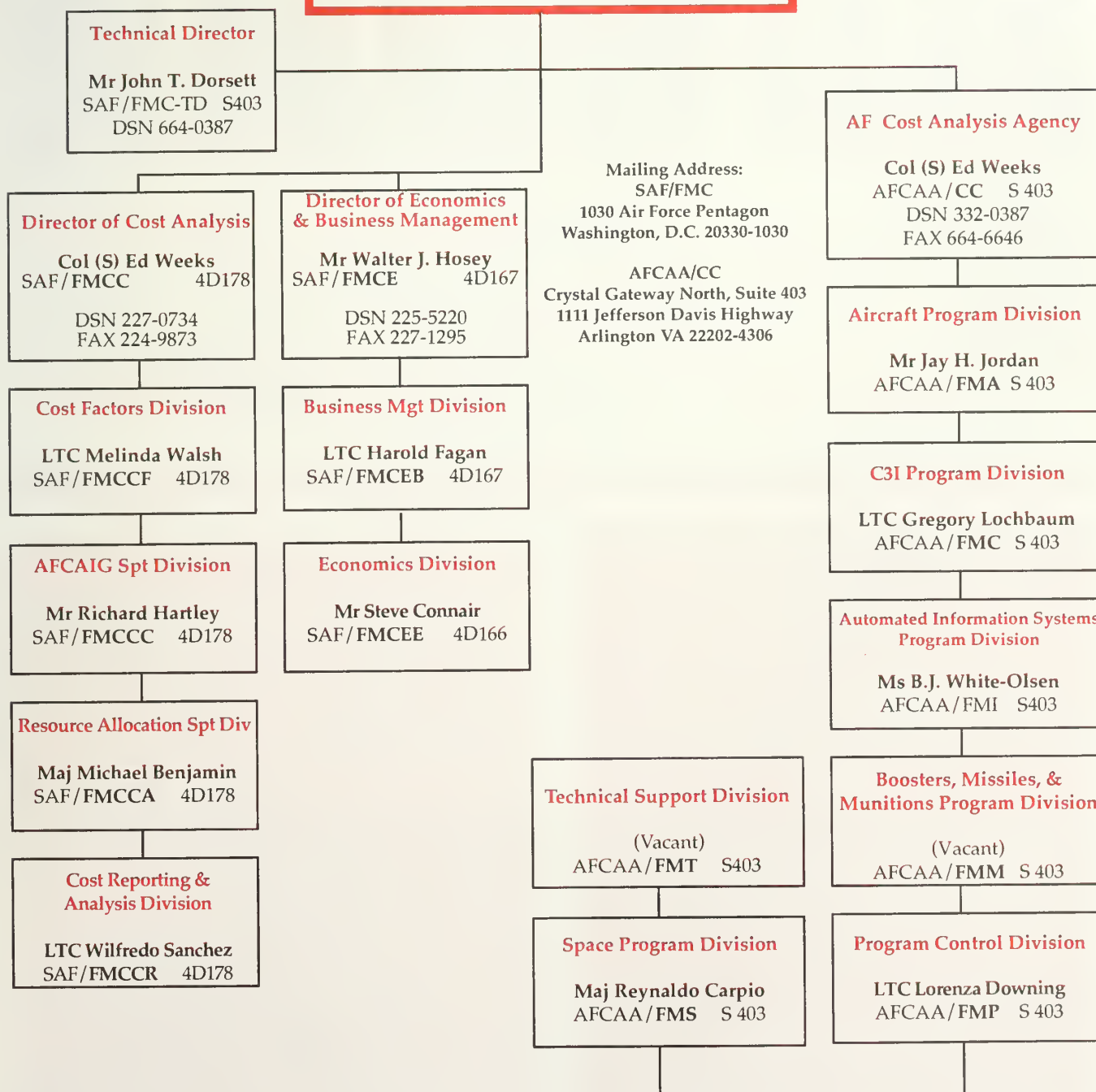
Mr L.T. Baseman

Mr LeRoy T. Baseman
Deputy Assistant Secretary,
Cost and Economics
SAF/FMC DSN 227-5311 4D159
FAX (703)693-6642

Mr John C. Graser
Associate Deputy Assistant Secretary



Mr J.C. Graser



Deputy Assistant Secretary, Financial Operations



Mr J.J. Nethery

Mr John J. Nethery
*Deputy Assistant Secretary,
Financial Operations*

SAF/FMP DSN 227-2905 5E989
FAX 224-5958

Col Bill D. Brogdon
Associate Deputy Assistant Secretary



Col B.D. Brogdon



Congratulations to the winners of the 1996 Air Force
distinguished financial institution awards:

"Best Bank"

National Bank of Commerce
Altus AFB OK

"Best Credit Union"

Global Federal Credit Union
Fairchild AFB WA

These awards are made to recognize the outstanding
efforts of our base financial institutions to serve the
financial needs of Air Force people around the world.

Chief Financial Officers (CFO) Council Priorities

The CFO Council oversees implementation of the CFO
and Government Management Reform Acts within the
Federal Government. The Council has identified the
following eight priorities:

- Improve financial management systems.
- Effectively implement the Government Performance and Results Act.
- Issue comprehensive government accounting standards and agency-wide audited financial statements.
- Develop a quality financial management workforce.
- Improve loan management, tax, and debt collection.
- Design management structures that help ensure accountability for achieving results.
- Modernize payments and business methods through electronic commerce.
- Improve administration of Federal assistance programs.

A full description of the Federal Financial Management
Status Report and Five-Year Plan can be found on the
World Wide Web at "<http://pula.financenet.gov:80/5yr.pdf>".

Auditor General of the Air Force



Mr Jackie R. Crawford
The Auditor General of the Air Force

SAF/AG

DSN 224-5626

4E168



Mr J.R. Crawford



Mr T.F. Bachman



Mr J.R. Lonon



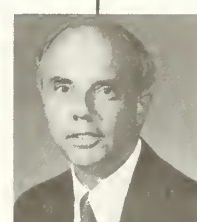
Ms K. W. Corcoran



Mr J.R. Speer



Mr K.E. Gregory



Mr M.V. Barbino

Operations

(Arlington VA)
DSN 426-8038
FAX 426-8034

Resource Management

(Rosslyn VA)
DSN 426-5975
FAX 426-6002

Field Activities

(Arlington VA)
DSN 426-8156
FAX 426-8044

Financial/Support Audits

(March ARB CA)
DSN 947-7011
FAX 947-5038

Acquisition/Logistics Audits

(Wright-Pat AFB OH)
DSN 787-6355
FAX 787-2769

Director of Staff

(Pentagon, 4E168)
DSN 224-5738
FAX 224-5533

Field Activities Directorate

Western Audit Region

AFAA/FDW
(Scott AFB IL)

Mr G.L. Chalcraft
DSN 576-6875
FAX 576-8137

20 Western Coast and
Pacific base offices

Eastern Audit Region

AFAA/FDE
(Langley AFB VA)

Mr R.D. Merryman
DSN 574-7234
FAX 574-7133

18 Eastern Coast and
European base offices

Acquisition & Logistics Audits Directorate

Materiel Audit Region

AFAA/QLR
(Wright-Patterson AFB OH)

Mr S. A. Westhoff
DSN 787-5439
FAX 787-2769

11 Air Force Materiel
Command base offices

Operations (AFAA/DO) and Resource Management (AFAA/RM) Directorates, and the Director of Staff (AFAA/DS) are located in the National Capital Region (NCR) and provide staff support to the Auditor General.

AFAA line operations are managed through the following three directorates:

- **Field Activities Directorate (AFAA/FD)** is also located in the NCR and manages installation-level audit work at 38 area audit offices located on major Air Force installations. Office supervision is exercised through two regional offices located at Langley AFB (Eastern) and Scott AFB (Western).

- **Directorate of Financial and Support Audits (AFAA/FS)** is located at March ARB and directs audits related to financial management and operations, personnel, communications and information, engineering and environment, support services, health care, and intelligence.

- **Directorate of Acquisition and Logistics Audits (AFAA/QL)** is located at Wright-Patterson AFB and directs audits related to contracting, logistics, research and development, acquisition and logistics computer systems, security assistance, and the Defense Business Operations Fund (DBOF). AFAA/QL also manages the Materiel Audit Region located at Wright-Patterson AFB with area audit offices at 11 AFMC installations.

Defense Finance & Accounting Service—Denver Center



Mr J. S. Nabil

Mr John S. Nabil

Director

DFAS-DE/D

DSN 926-7461

Mr Jerry Coleman

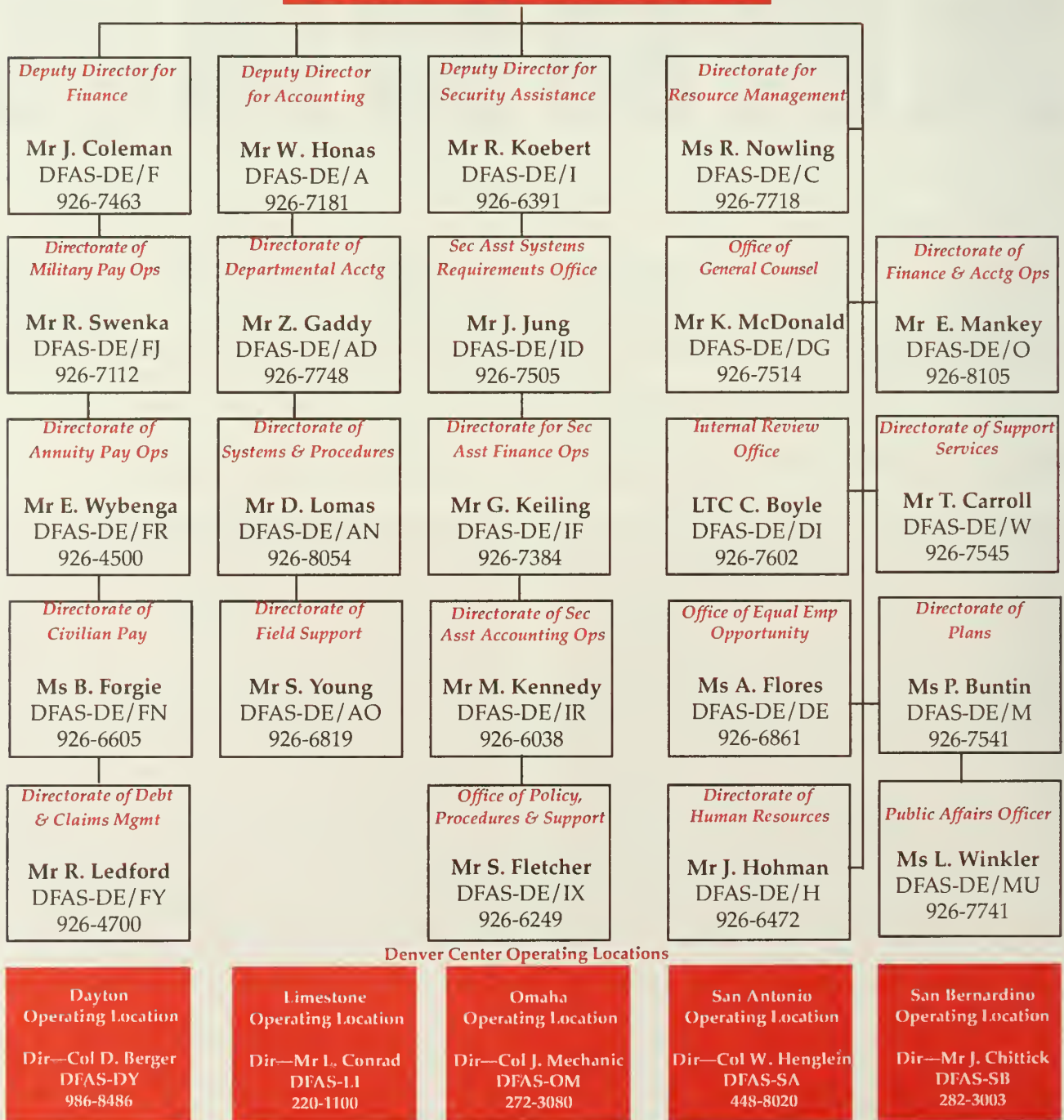
Principal Deputy Director

DFAS-DE/DD

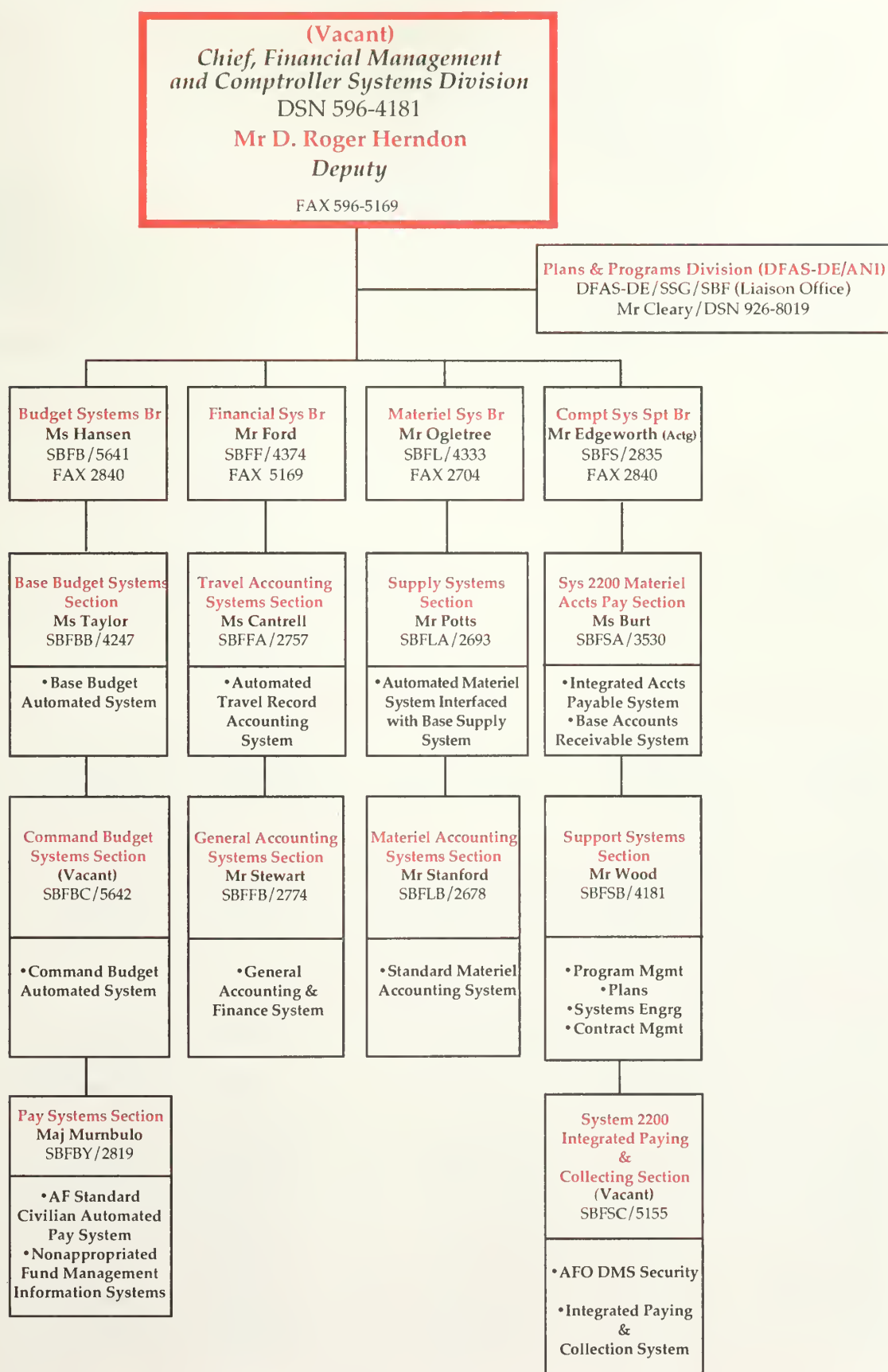
DSN 926-7463



Mr J. Coleman



Standard Systems Group



Executive, Administrative, or Dual-Function Offices

SAF/FME	(Vacant)	225-9134
SAF/FMB	LTC K. Bell	225-1875
SAF/FMC	MSgt S.L. Thomas	227-5311
SAF/FMP	Ms R. Ryan	227-2905
ACC	Maj C.D. Rhodes	574-4854
AFAA	LTC T. Williams	224-5626
AFCA	1Lt G. Ford	576-5989
AIA	CMS R. Lemery	969-2181
AFMC	Maj L. Lopez	787-2443
AFSPC	Capt C.V. Nicholas	692-3792
AMC	Capt T.V. Smith	576-3337
AETC	Capt S.M. Gilliard	487-2161
PACAF	CMS R. E. Altman	449-6931
USAFE	LTC T. Frankenfield	480-6437

SECRETARY OF The Honorable S

Assistant Secretary Financial Management (SAF)

Assistant Secretary
Principal Deputy
Military Assistant
Executive Officer
Exec for Enlisted Matters

Deputy Assistant Secretary, Budget (SAF/FMB)

Dep Asst Secy MGen G.T. Stringer..... 225-1875
Dep for Budget Mr R.D. Stuart 225-1877
FAX 223-0079

(DSN Phone Numbers Used)

Major Commands

ACC FAX 574-4382
AETC FAX 487-2938
AFMC FAX 787-0800

AFSOC FAX 579-2896
AFSPC FAX 692-3648
AMC FAX 576-8594
PACAF FAX 449-9502
USAFE FAX 480-7582

Financial Management/ Comptroller

Col J.R. Tarascio 574-4854
Brig Gen R. W. Wood 487-2161
Brig Gen D.R. Samic 787-6781

Mr W.S. Rone 579-2292
Col C.A. Deese 692-3791
Brig Gen C.G. Bridges 576-3337
Col C.W. Martin 449-9850
Col F.R. Faykes 480-6437

Financial Analysis

Col H.E. Runnels..... 574-4656
LTC D.W. Henney 487-5100
Mr J.L. McGinley (*Budget*) 787-6903
Mr R.P. Boulais (*Cost*) 787-4153
LTC R.B. Cahoon 579-2292
Col (S) M.O. Goble..... 692-2528
Col J.A. Kumer 576-5226
LTC S.A. Gregory 449-9852
Col P.E. Torango 480-6859

FOAs/DRUs

AFAA Maj D. Pellegrino 224-5922
AFCA Mr P. Jones 576-5989

AIA FAX 969-3921 Col P.D. Huegel 969-2866

11WG FAX 223-7201 Mr G. Cava 225-6624
AFCEE FAX 240-1194 Mr J.W. Epply III 240-2319
AFSVA FAX 487-7033 Col(S) S.J. Nugent 487-7500
AFNEWS Mr W.T. Slick 945-6244
AFOTEC LTC C. Shuck 246-5633
AFPC Maj C.J. Wolosz 487-6357
AF/REC (Pentagon) FAX 225-9831 Col N.J. Lynde 227-1060
AFRES (Robins) Col(S) E.S. Jones 497-1376
NGB Col D. Taylor 225-3877
USAFA FAX 333-2308 LTC C.L. Cox 333-2772

(See Page 19)
Ms C.E. Shildt (*Budget*) 576-6225
Mr G.J. Haselhorst (*Cost*) 576-5476
LTC J. Moore (*Budget*) 969-2181
Mr T.G. Crothers (*Cost*) 969-3097
Mr K. Payne 225-4610
Dr L. Lueb 240-3530
Mr A.J. Sauter (*Budget*) 487-7499
SMSgt M. Wiljakainen 945-6244
Ms E.L. Sanchez 246-5623
Ms N. Goodlet 487-6357
LTC G.W. Vaughn 223-2676
Mr W.H. Colson, Jr. 497-1390
Col D. Whitehead 278-8010
Capt R.W. Fogg 333-2770

AIR FORCE

a E. Widnall

the Air Force, and Comptroller

F. Hale..... 223-6457
J. Beach..... 227-4464
B. Weathers 227-1974
J. Modrovsky ... 227-5065
J. Magnotta 224-5437

3-1996

Management Systems Deputy (SAF/FMM)

Mr A.E. Fitzgerald
227-7832



Deputy Assistant Secretary, Cost and Economics (SAF/FMC)

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Assoc Dep Mr J.C. Graser 227-5311
FAX (703)693-6642

Deputy Assistant Secretary, Financial Operations (SAF/FMP)

Dep Asst Secy Mr J.J. Nethery 227-2905
Assoc Dep Col B.D. Brogdon 227-2905
FAX 224-5958

Financial Services

Col (S) D.P. Wagner 574-4871
LTC J.P. Davis 487-2527
Col J.E. Baldrige 787-3273

LTC M.F. Hammerle 579-2292
Mr W.F. Bradley 692-3721
Mr J. Lane 576-4232
Col (S) P.H. Davidson 449-8827
Col(S) S.A. Wall 480-7260

Plans

LTC P.B. Larson 574-2481
LTC J.D. Hash 487-6871
Mr J.L. McGinley 787-6903

LTC M.F. Hammerle 579-2292
LTC D.L. Bennett 692-3661
Col M.J. Miller 576-4648
.....
Capt J.A. Bennett 480-6850

AF Audit Agency Rep

Mr R.D. Merryman 574-7234
Mr G.L. Chalcraft 576-6875
Mr S.A. Westhoff 787-5439

Mr D.E. Brunmeir 854-7315
Mr J.D. Raube 834-7291
Mr G.L. Chalcraft, Jr. 576-6875
Mr M.D. Marcussen 449-1551
Ms D. Jeffries 489-6236

Defense Accounting Office

Mr J.F. McKeon 576-5096

Mr J. Chapman 969-2348

Mr J. W. Coleman 227-6517
Mr J Richardson (HSC) 240-5717

SMSgt M. Wiljakainen 945-6244

N/A

Capt R.T.Goff 487-6357

LTC J.R. White 227-1060

Ms J. Werner 497-1445

LTC M. McKinney 278-8035

Mr T.W. Anderson 333-3160

TBD

LTC L. Moore 925-9525

LTC B.A. Schroeder 297-4562

Ms L. DeLaCruz 240-5719

TBD

TBD

TBD

Mr C. Roach 487-5502

N/A

Mr M. Holmes (Comptroller Plans) 497-1381

LTC M. McKinney 278-8035

Maj David Alonzo 333-3162

Mr G.L. Chalcraft, Jr. 576-6875

Mr G.L. Chalcraft, Jr. 576-6875

Mr G.D. Falk 858-5391

Mr J.L. Sommer 945-8614

Mr G. Gaut 487-6778

Ms D. Gilmore 945-8614

Mr K.J. Jennings 867-3767

Mr J.D. Farinelli 487-6196

N/A

Mr J.W. Salter, Jr 468-2806

Mr G.D. Falk 858-5391

Mr J.D. Raube 834-7291



Key Comptroller Personnel



Financial Management/ Comptroller

Financial Analysis

AIR COMBAT COMMAND

	FAX		
AOR, 4404 CW(P)	318-431-3453	Maj D. Rath	318-431-3511
Barksdale AFB LA	781-4423	LTC M.D. McKee	781-3237
Beale AFB CA	368-2222	Maj R. Sanders	368-2225
Cannon AFB NM	681-4532	LTC R.A. Jackson	681-2732
Davis-Monthan AFB AZ	228-4998	Maj D. Planck	228-5801
Dyess AFB TX	461-4053	Maj T. Stocks	461-3150
Ellsworth AFB SD	675-1542	Maj J.F. Perry	675-1499
Holloman AFB NM	867-7272	LTC J. Wolfe	867-5107
Howard AFB CZ	313-284-5509	Maj P.R. Langham	313-284-5852
Keflavik IC	011-354-425-4151	LTC T. Johnson	450-4560
Lajes Fld PO	535-5210	Capt N.G. Johnston	535-4212
Langley AFB VA	574-5368	LTC C. Domangue	574-2273
Little Rock AFB AR	731-7857	Maj P. Perry	731-6787
Minot AFB ND	453-4316	Maj C. Wheeler	453-3059
Moody AFB GA	460-3440	Maj E.S. Gutzait	460-3626
Mountain Home AFB ID	728-4460	Maj S. Henderson	728-2275
Nellis AFB NV	682-6655	LTC G.L. Morgan	682-2593
Offutt AFB NE	271-6327	LTC T. Frankenfield	271-2022
Pope AFB NC	424-4763	LTC M.D. Pesola	424-4220
Seymour Johnson AFB NC	488-6575	Maj B. Lightsey	488-6426
Shaw AFB SC	965-5734	LTC D. Ascani	965-2345
Whiteman AFB MO	975-5392	LTC J.C. Frye	975-5441
		Lt U. Gonzalez	318-431-3511
		Mr C. Colvin	781-4674
		Lt E. Brown	368-2229
		Capt C. Greiman	681-4572
		Capt A. Maldonado	228-5819
		Ms M. Ray	461-2024
		Capt M.A. Sheley	675-1485
		Ms G. Shoemaker	867-3785
		Capt F. Whited	313-284-5852
		MSgt G. Jones	450-7491
		Lt D. LaHaye	535-6237
		Capt M. T. Younkin	574-2161
		Capt B. Augsburger	731-6308
		Mr A. Elliot	453-4297
		Capt A. Pontaoe	460-3397
		Ms J. Boss	728-2161
		Capt M. Bennett	682-9836
		Ms B. Lillard	271-2391
		Capt D. Reuss	424-1330
		Capt B.F. Gunn	488-6424
		Capt J. Smith	965-2190
		Capt J. Parker	975-5456



AIR EDUCATION AND TRAINING COMMAND

	FAX		
Air University	493-2692	Col S. Roth	493-7535
Altus AFB OK	866-6966	Maj R.E. Smith	866-6413
Columbus AFB MS	742-2680	Maj W.R. Dahm	742-2666
Goodfellow AFB TX	477-3772	Maj F.S. Scheppele	477-3775
Keesler AFB MS	597-7134	LTC A.L. Hicks	597-3525
Lackland AFB TX	473-4784	LTC J.B. Hardy	473-3687
Laughlin AFB TX	732-5208	Maj D. Holmgren	732-5330
Luke AFB AZ	896-7211	Maj E. Heron	896-7007
Maxwell AFB AL	493-5269	Maj M. Rivera	493-3258
Randolph AFB TX	487-2898	LTC M. Beatty	487-4219
Reese AFB TX	838-3456	Maj D.K. Jones	838-3518
Sheppard AFB TX	736-6678	Maj T. Vereb	736-4918
Tyndall AFB FL	523-2997	Maj B.E. Sterling	523-3265
Vance AFB OK	940-6202	Capt V. Smith	940-7190
		Ms C.W. Wright	493-5781
		Ms W.J. Howard	866-6233
		Ms G.K. Lee	742-2678
		Ms N. Royall	477-5154
		Capt G.W. Tombe, IV	597-7077
		(VACANT)	473-2595
		Ms V. Anderson	732-5261
		Ms D.M. Rowe	896-7009
		Ms T. Nola	493-4063
		Mr B. Dycus	487-2738
		Ms H.C. Taylor	838-3448
		Capt R.C. Russell	736-4910
		1Lt L. Graham	523-2802
		Mr D.E. Gould	940-7188

By Major Commands & Bases

Financial Services

Defense Accounting Office

AF Audit Agency Rep

AIR COMBAT COMMAND

Lt B. Hoybah 318-431-3168
 Lt M.S. Vaughn 781-4674
 Lt S. Paik 368-2015
 Lt C.P. Nutting 681-2498
 Lt J. Mock 228-4964
 Lt D. Stephens 461-2143
 Lt W.F. Labbe 675-1553
 Lt J. Bell 867-5547
 2Lt M. Belter 313-284-5041
 MSgt R.G. Finch 450-2438
 Lt G. McKenzie 535-5174
 Capt M.T. Younkin 574-3671
 Capt W. Webster 731-6711
 2Lt D. Berg 453-3048
 Lt C. R. McDonald 460-2762
 Lt L. Brown 728-2223
 Capt M.D. Wilson 682-2210
 CMS S. Blackburn 271-9870
 Lt A. Harrison 424-1300
 Lt J. Pearson 488-6208
 SMS M. Terrell 965-2447
 Lt T. Thompson 975-5389

N/A
 Limestone OPLOC 220-1101
 San Bernardino OPLOC 282-3001
 Ms W. McWatters 681-2497
 Lt C.D. Bonham 228-5803
 Ms P. Luton 461-2080
 Omaha OPLOC 272-3078
 Mr J. Vigil 867-5548
 N/A
 N/A 450-4560
 N/A
 Mr J.A. Cohen 574-3426
 Omaha OPLOC 272-3078
 Ms A.E. Reimers 453-2025
 Limestone OPLOC 220-1101
 San Bernardino OPLOC 282-3001
 San Bernardino OPLOC 282-3001
 Omaha OPLOC 272-3078
 Dayton OPLOC 986-5732
 Dayton OPLOC 986-5732
 Limestone OPLOC 220-1101
 Mr N. Berg 975-5390

Mr D.A. Frankenstein 574-7021
 Mr C.M. Tingle 781-5249
 Mr F.B. Wulsin 837-2765
 Mr J.P. Kadle 681-2991
 Mr B.C. Carpenter 228-5518
 Mr G.H. Cole 461-5551
 Mr K.J. Iverson 675-5750
 Mr K.J. Jennings 867-3767
 Mr D.A. Frankenstein 574-7021
 Mr D.A. Frankenstein 574-7021
 Mr D.A. Frankenstein 574-7021
 Mr D.A. Frankenstein 574-7021
 Mr J.R. Miller 731-0234
 Mr L.E. Kobes 453-2841
 Ms M.S. Ayoub 673-3670
 Mr L.J. Miceli 728-2721
 Mr J.E. Schostag 682-6915
 Mr J.F. Knapp 271-3223
 Mr B. Tolle 986-2978
 Ms D.A. Frankenstein 488-5281
 Mr B.P. Tolle 965-2978
 Mr J.F. Knapp 271-3223

AIR EDUCATION AND TRAINING COMMAND

N/A
 2Lt G. Mason 866-7535
 2Lt R.F. Haas 742-2672
 CMS D.Q. Brooks 477-5044
 2Lt T.R. Brinson 597-3995
 2Lt M.R. Dobson 473-2831
 SMSgt G. Soto 732-5203
 Capt C.B. Somers 896-3577
 1Lt J. Coggin 493-6890
 1Lt C. Collins 487-6944
 (VACANT) 838-6323
 2Lt C.A. Harding 736-4863
 2Lt J.V. Hussa 523-2300
 SMSgt J. Williams 940-7191

N/A
 866-6945
 220-1100
 Mr G.G. Wallien 477-5152
 Mr A. Mooneyham 597-9525
 473-2831
 Mr K. Gade 732-5355
 Mr K. Colby 896-6035
 493-5432
 Mr G. Christie 487-5502
 Ms K. Meier 838-3432
 Mr. R. Hutto 736-2015
 N/A
 N/A

Mr D.D. Locke 493-2469
 Mr A. Ramo, Jr 226-8028
 Mr D.D. Locke 493-2469
 Mr G.H. Cole 461-5551
 Mr E.H. Jackson 597-4420
 Mr R.M. Cordes 487-6196
 Mr R.M. Cordes 487-6196
 Mr K. M. Fuglestad 853-7041
 Mr D.D. Locke 493-2469
 Mr R.M. Cordes 487-6196
 Mr J.P. Kadle 681-2991
 Mr A. Ramo, Jr 226-8028
 Mr C.E. Atkinson, Jr 527-2030
 Mr D.D. Lusebrink 743-4026

Key Comptroller Personnel



Financial Management/ Comptroller

Budget and * Cost

AIR FORCE MATERIEL COMMAND

	FAX		
AEDC, Arnold AFB TN	340-4236	Col B.D. Hockersmith	340-5530
AFDTC, Eglin AFB FL	872-3146	Col R.E. Smoker	872-3013
AFFTC, Edwards AFB CA	527-3717	Mr R. Smith	527-3710
AL, Brooks AFB TX	240-2371	Mr L.E. Lint	240-5692
AMARC, Davis-Monthan AFB AZ	228-8593	Ms J. Askenasy	228-8970
ASC, Wright-Patterson AFB OH	986-7190	Ms D.J. Back	785-5917
ESC, Hanscom AFB MA	478-4140	Col P. Gavornik	478-5161
HSC, Brooks AFB TX	240-2312	Col L. Sweeney	240-2802
OC-ALC, Tinker AFB OK	336-3622	Mr R.J. Conner	336-2029
OO-ALC, Hill AFB UT	777-7789	Mr G.L. Hathenbruck	777-5076
PL, Kirtland AFB NM	246-4328	Col J.F. Finnegan	246-9733
RL, Griffiss AFB NY	587-1478	Mr A. Sisti	587-3507
SA-ALC, Kelly AFB TX	945-4911	Mr P.W. Steely	945-7234
SM-ALC, McClellan AFB CA	633-3700	Ms K. Gaskins	633-6410
SMC, Los Angeles AFB CA	833-3790	Col G.J. Palumbo	833-0188
WL, Wright-Patterson AFB OH	476-4849	Mr R. Runkel	785-2294
WR-ALC, Robins AFB GA	468-9894	Mr J.D. Culpepper	468-2032
88 CPTS, Wright-Patterson AFB OH	986-2021	LTC R. LaMontagne	787-2516
CASC, Battle Creek MI	932-5163	Ms J. Wright	932-5061
AFOSR, Bolling AFB DC	297-0466	Maj R. Lawrence	297-8644
		Ms P. Gray	340-5606
		* Mr R.L. Semple	340-5079
		Mr J.R. Corbitt	872-3013
		* Mr J.R. Corbitt	872-3013
		Mr J.L. Dodson	527-2920
		* Ms L.W. Ingram	527-9596
		Ms M. Bilbrey	240-3667
		* Mr J.L. Stein	240-3629
		Mr P. Malloy	228-8096
		* Mr W. Fowler	228-8433
		Mr T.L. Frye	785-2770
		* Ms D.J. Vogel	785-6483
		Maj R. Hamilton	478-5173
		* LTC R. Phillips	478-2677
		Maj W.G. Pazeretsky	240-2339
		* Ms J. Collins	240-6599
		Mr K.D. Luper	336-3336
		* Mr J.W. Simmons	336-3336
		Ms P. Hensen	777-6307
		* Mr D. Heywood	777-9054
		LTC W. Heath, Jr	246-0890
		* Mr D. Clark	246-5775
		Ms T. Shenk	587-3509
		* Mr A. Sisti	587-3507
		Mr E. Noack	945-1230
		* Mr J. LaHue	945-4409
		Mr J.M. Anderson	633-6125
		* Mr D. Rose	633-0350
		Mr K.L. Yoder	833-1316
		* Mr D.L. Hansen	833-0139
		Ms P. Petty	785-3736
		* Maj J. George	785-2005
		(Vacant)	468-2311
		* Ms C.R. Kennedy	468-2946
		Mr J. Gilmer	787-7387
		Ms K.S. Dye	932-5723
		Maj R. Lawrence	297-8644

* Denotes Cost Personnel

By Major Commands & Bases

Financial Services

Defense Accounting Office

AF Audit Agency Rep

AIR FORCE MATERIEL COMMAND

TSgt K. Bitto 340-4356	N/A	Mr C.E. Atkinson, Jr 872-3148
Maj J.E. Rowe 872-4356	N/A	Mr C.E. Atkinson, Jr 872-3148
Ms E. Geoffroy 527-4416	Ms P. Stauning 527-4416	Mr L. Highsmith 527-2030
Ext 3450	Ext 3451	
Mr J. Richardson 240-5717	Ms L.M. DelaCruz 240-5719	Mr J.L. Sommer 487-6196
Mr W. Fowler 228-8433	LTC D. Bonham 228-5803	Mr B.C. Carpenter 361-5518
Mr D. Koors 787-3816	N/A 787-3816	Mr S.A. Westhoff 785-6214
Capt E. Sersun 478-2307	Mr K. Teague 478-3060	Mr J.D. Ullom 478-5214
Mr J. Richardson 240-5717	Ms L.M. Dela Cruz 240-5719	Mr J.L. Sommer 487-6196
Mr K. Luper 339-3336	Maj D. Chandler 339-2155	Mr D. Patrick 339-2835
Capt B. Turner 777-7788	Maj V.Y. White 777-4833	Mr G.L. Carlson 458-6272
N/A	Ms R. Cone 246-7258	Mr P.C. Rolfe 246-5503
Ms J. Iselo 587-3402	N/A	Mr J.D. Ullom 478-5214
Mr J. LaHue 945-4409	LTC L.D. Moore 945-9525	Mr J.L. Sommer 945-8614
Mr. D. Riney 633-6410	LTC J. Mack 633-6341	Mr W. D'Elia 633-6431
Lt T. Jones 833-6114	LTC S. Redfield 833-6112	Ms J.M. Griffin 833-0414
Mr J. Gilmore 787-7387	N/A	Mr S.A. Westhoff 785-6214
Mr J. Smith 468-2395	LTC M. DuBeau 468-3816	Mr J.W. Salter, Jr 468-2806
Mr D.W. Koors 787-3816	N/A	Mr S.A. Westhoff 785-6214
N/A	N/A	N/A
Maj R. Lawrence 297-8644	N/A	N/A

Key Comptroller Personnel



AIR FORCE SPACE COMMAND

	FAX
Clear AFS AK	317-585-6357
Falcon AFB CO	560-6459
F.E. Warren AFB WY	481-4834
Grand Forks AFB ND (321MG)	362-6956
Malmstrom AFB MT	632-2741
Minot AFB ND (91MG)	453-3367
Onizuka AFB CA	561-3399
Patrick AFB FL	854-8042
Peterson AFB CO	834-7531
Thule AB GL	268-1110-2869
Vandenberg AFB CA	276-9737
Woomera AS AS	

Financial Management/ Comptroller

MSgt W. Lannaman	317-585-6443
Capt D. Cappabianca	560-5102
Maj T. Vorce	481-3541
Ms J. Patalano	362-6932
Maj J.H. Williams	632-4176
Ms J. Kuntz	453-3379
Capt T. Reed	561-3181
LTC G.A. Clark	854-7218
LTC C.L. Thomas	834-4633
MSgt A. Welch	268-1110-2680
LTC M. Wallace	276-9733
Capt Bennett	730-1350-436

Financial Analysis

MSgt R. Crooks	317-585-6443
Ms L. A. Taliaferro	560-5103
Mr T. Oligschlaeger	481-3981
TSgt D. Pierce	362-6947
Capt L. McColgan	632-4168
TSgt J. Stroud	453-3378
Ms M. Galam	561-3398
Mr P.D. Blucker	854-4231
Mr J. Humberger	834-4330
MSgt A. Welch	268-1110-2680
Mr J. DuBransky	276-9359
SSgt D. Davis	730-1350-423



AIR MOBILITY COMMAND

Andrews AFB MD	858-5757
Charleston AFB SC	673-3722
Dover AFB DE	445-4451
Fairchild AFB WA	657-5690
Grand Forks AFB ND	362-4860
MacDill AFB FL	968-7535
McChord AFB WA	984-5821
McConnell AFB KS	743-5986
McGuire AFB NJ	440-3595
Scott AFB IL	576-4097
Travis AFB CA	837-3520

Maj(S) M.A. Blume	858-5736
Maj J.S. Ward, Jr.	673-3772
Maj D.S. Middleton	445-4447
Maj D.P. Barnett	657-2418
Maj J.G. Godfrey	362-4815
LTC H.E. LeBoeuf, Jr.	968-5187
(Vacant)	984-2105
Maj R. Carver	743-3223
LTC R.W. Carpentier	440-6304
LTC F.W. Freeman	576-2665 Ext 201
Capt R.W. Clack	837-2251

Capt E.D. Bradshaw	858-6303
Capt A.L. Hardwick	673-3765
Ms K.A. Adams (Actg)	445-4463
2Lt M.L. Bennett (Actg)	657-5695
Ms L.K. Vogt	362-6126
Mr D.W. Harrington	968-4567
Ms S. N. Colpitts	984-3851
Ms M. Beckham	743-3231
Capt R.B. Dollar	440-6239
Ms M.Y. Pitel	576-2665 Ext 206
1Lt T.M. Stong	837-1875

By Major Commands & Bases

Financial Services

Defense Accounting Office

AF Audit Agency Rep

AIR FORCE SPACE COMMAND

MSgt R. Crooks 317-585-6443
 N/A
 2Lt A. Schliesman 481-3811
 N/A
 2Lt D. Hunt 632-3193
 N/A
 MSgt J.C. Brett 561-4507
 1Lt T.L. Hoeft 854-7171
 Capt T. Wright 834-4404
 TSgt D.E. Paul 268-1110-2681
 Capt D. Johll 276-4031
 SSgt Hamilton 730-1350-420

N/A
 N/A
 Mr J. Dockter 481-3811
 N/A
 Mr S. Jackson 632-4175
 N/A
 N/A
 N/A 854-7171
 N/A 834-4759
 TSgt C.M. Fausnight 268-1110-2681
 N/A 276-4418
 N/A

Mr S.L. Nebeker 317-552-4082
 Mr J.D. Raube 834-4271
 Mr J.D. Raube 834-4271
 Mr T.A. Renner 762-5066
 Mr K.J. Iverson 675-5754
 Mr L.E. Kobes 453-2941
 Ms J.M. Griffin 833-0414
 Mr D.E. Brunmeier 854-7315
 Mr J.D. Raube 834-4271
 Ms L.A. Autrey 440-2620
 Mr R.D. Wagener 276-3608
 Mr A.K. Chapman 449-9991

AIR MOBILITY COMMAND

Capt D.O. Cartwright 858-5655
 2Lt W.J. Bohlea 673-3731
 Capt S.R. Dillon 445-4449
 2Lt R. Jacks, Jr. 657-4986
 2Lt S.C. Cristofori 362-4850
 1Lt A.M. Reid 968-4092
 2Lt D.E. Pierce 984-5969
 2Lt E.A. Swain 743-4637
 2Lt K.A. Newell 440-6259
 Capt C.G. McLoud 576-2665 Ext 208
 2Lt S.M. Cary 837-1994

.....

 MSgt D.J. Herford 657-2155

 Ms G.H. Hunter 968-5458

 MSgt R. Dicks 743-6291
 Capt H. Rice 440-6257

Mr G.D. Falk 858-5391
 Ms M.S. Ayoub 673-3670
 Ms C.J. Manora 445-6524
 Mr L.J. Miceli 657-2586
 Mr T.A. Renner 362-5006

 Ms J.K. Moore 984-3791
 Mr D.D. Lusebrink 743-4026
 Ms L. A. Autrey 440-2620
 Mr A.C. Giancola 576-5606
 Mr F.B. Wulsin 837-2765

Key Comptroller Personnel



PACIFIC AIR FORCES

	FAX
Andersen AFB GU	366-6798
Eielson AFB AK	317-377-3038
Elmendorf AFB AK	317-552-2833
Hickam AFB HI	449-2934
Kadena AB JA	634-3046
Kunsan AB KS	782-5761
Misawa AB JA	226-2012
Osan AB KS	784-6421
Yokota AB JA	225-6468

Financial Management/ Comptroller

Maj D. Bailey	366-7200
LTC M. Kelly	317-377-4233
LTC R. McCleskey	317-552-2375
LTC M. Roock	449-1892
Maj A.W. Peaden	634-3111
Maj C. Tancredi	782-4401
Maj S. Lang	226-3291
LTC R. Watson	784-4364
LTC R.M. Smith	225-8104

Financial Analysis

Capt (S) C. Conerly	366-6795
Capt J. Weilacher	317-377-2359
Capt J. Manley	317-552-3922
1Lt T. Matsuo	449-5622
Capt J. Kleinschmidt	634-1926
Capt E. Nguyen	782-4467
Capt (S) G. Govan	226-3408
Capt J. Peccia	784-2904
Capt D. Verrett	225-7914



UNITED STATES AIR FORCES IN EUROPE

	FAX
Aviano AB IT	632-7561
Incirlik AB TU	676-3648
Izmir AS TU	675-3311
Lakenheath RAF UK	226-3967
Mildenhall RAF UK	238-2333
Ramstein AB GE	480-9980
Spangdahlem AB GE	452-7079

Maj B.C. Biser	632-7319
Maj(S) J.W. O'Brien	676-6607
Capt B.M. O'Connell	675-3601
Maj D. M. McDaniels	226-4709
LTC P.M. Coley	238-2387
LTC G.L. Phillips	480-2336
Maj J.C. Singsaas	452-6127

Capt T. Gondeck	632-7572
Capt R.M. Block	676-6105
Mr T.J. Ackerboom	675-3601
Capt J.B. Helming	226-3158
1Lt D.R. Sheesley	238-3125
Capt M.J. Halloran	480-5723
Capt A.H. Garn	452-6531



AIR FORCE RESERVE

Bergstrom ARS TX
NAS Ft Worth JRB Carswell Fld TX
Dobbins ARB GA
Gen Mitchell IAP ARS WI
Homestead ARS FL
Pittsburgh IAP ARS PA
Grissom ARB IN
March ARB CA
Minn-St Paul IAP ARS MN
NAS JRB New Orleans LA
Niagara Falls IAP ARS NY
O'Hare IAP ARS IL
Portland IAP OR
Selfridge ANGB MI
Westover ARB MA
Willow Grove ARS PA
Youngstown-Warren ARS OH

M. Hargett	685-2457
W. Lebo	739-7716
A. Allison	925-4588
D. Lafferty	950-5390
L. R. Dabe	791-7017
W. Hobbs	277-8510
M. Ayers	928-2472
M. Burgess	825-5310
M. Javins	678-3648
P. Courneyea	238-2298
I. Zukauskas	930-6313
S. Markle	638-4700
P. Lavis	273-4161
J. Goutas	589-3455
M. Regan	991-1166
D. Gingerich	346-1216

R. Carroll	685-3839
M. Roat	739-7716
P. Swilley	925-3514
D. Hink	950-5347
C. Sable	791-7409
R. Cherpak	277-8523
J. Laundenslager	928-8454
K. Risberg	678-3648
R. Battaglia	238-2593
L. Felcan	930-5398
S. Zeller	638-4700
B. LaForge	273-4161
C.J. Hayward	589-3103
M. Weaver	991-1545
L. Cook	346-1103

By Major Commands & Bases

Financial Services

PACIFIC AIR FORCES

Capt B. Blansett	366-4932
1Lt D. Christy	317-377-3274
Capt P. Hickey	317-552-7364
1Lt J. Bielecki	449-6093
Capt R. Hernandez	634-1996
Capt K. Corrente	782-5414
1Lt T. Tanaka	226-3439
1Lt P. Shuga	784-6424
1Lt N. Harding	225-6319

Defense Accounting Office

N/A	
N/A	
* Maj H.L. Martin	317-552-3065
1Lt G. Porter	449-8301
N/A	
N/A	
N/A	
* LTC T. Holmes	784-4830
Maj M. Anthony	225-7772

* Regional Acctg & Finance Officer

AF Audit Agency Rep

Mr W.J. Whitehead	634-1897
Mr S.L. Nebeker	317-552-4082
Mr S.L. Nebeker	317-552-4082
Mr A.K. Chapman	449-9991
Mr W.J. Whitehead	634-1897
Mr G.M. McNevin	784-4270
Mr B.H. Bostick	225-8575
Mr G.M. McNevin	784-4270
Mr B.H. Bostick	225-8575

AIR FORCES IN EUROPE

1Lt W.S. Anderson	623-7458
CMS E.J. Griffis	676-3122
SMS E.O. Green	675-3600
Capt D.T. Clocksin	226-2450
Maj R. Karimi	238-5571
Capt R. DellaSala	480-2141
Capt T. E. Dunster	452-6257

N/A
 * Capt D.D. Bishop 676-3209
 N/A
 N/A
 N/A
 * Maj A.V. Levy 480-9210
 N/A

Ms D.D. Jeffries	489-6236
Ms D.D. Jeffries	489-6236
Mr D.D. Jeffries	489-6236
Mr G. K. Coyner	226-7015
Mr G.K. Coyner	226-7015
Ms D.D. Jeffries	489-6236
Mr B.L. Wrede	453-7313

* Regional Acctg & Finance Officer

AIR FORCE RESERVE

M. Hargett	685-3802
S. Goetz	739-7448
E. Slayton	925-5255
P. Danes	950-5350
D. Stoddard	791-7870
C. Withrow	277-8552
J. Behny	928-3688
B. Trammell	947-5260
F. Vogeles	825-5313
R. Gaspard	678-3309
R. Kozlowski	238-2293
T. Rattin	930-6316
D. Warren	638-4705
M. Vanlerberghe	273-5066
J. Perry	589-3460
C. Schneider	991-1178
E. Talerico	346-1205

[illegible]

Mr J.W. Salter, Jr	468-2806
Mr A.V. Evans	576-5606
Mr C.J. Manora	445-6524
Mr L.E. Kobes	453-2841
Mr E.H. Jackson	597-4420
Mr C.J. Manora	445-6524
Mr A.V. Evans	576-5606
Ms J.K. Moore	984-3791
Mr S.A. Westhoff	785-6214
Mr C.J. Manora	445-6524
Mr J.T. Pastor	440-2620
Mr S.A. Westhoff	785-6214

Key Comptroller Personnel

By Major Commands & Bases

AIR NATIONAL GUARD

Location	Financial Management/ Comptroller	DSN	Location	Financial Management/ Comptroller	DSN
Agana GM	1Lt V. Mendiola	315-366-2196	Memphis TN	Maj S.E. Crain	966-8205
Alpena MI	LTC A. Rosado	741-3294	Meridian MS	LTC D.E. Jones	694-9205
Anchorage AK	LTC J.K. Reker	317-626-1345	Middletown PA	LTC E.W. Brough	430-9387
Andrews AFB DC	LTC J.A. Ramsey	858-0628	Milwaukee WI	Capt J.E. McCoy	580-8462
Andrews AFB MD	LTC M. McKinney	278-8035	Moffett Field CA	LTC S.P. Straw	494-9124
Atlantic City NJ	Maj J.E. Murphy	455-6080	Montgomery AL	Capt S. Patten	742-9366
Baltimore MD	Capt A.W. Murphy, Jr	243-6220	Mpls-St Paul MN	LTC J.L. Morris	825-5450
Bangor ME	LTC K. Simpson	698-7226	McConnell AFB KS	Maj D. Jackson	743-7657
Battlecreek MI	Capt D.L. Kowalski	580-3222	McEntire ANGB SC	LTC P. O'Leary	583-8220
Birmingham AL	Maj O.J. Copenhaver	694-2331	McGuire AFB NJ	Maj K. McCormick	440-4125
Boise ID	LTC H. Hogan	941-5550	Nashville TN	LTC B.B. McCoy	446-6551
Bradley ANGB CT	LTC R.M. Force	636-8348	New Castle DE	Maj K. Eastburn	445-7462
Buckley ANGB CO	LTC M.P. Rowan	877-9684	New Orleans LA	Maj R. Iverson	457-8352
Burlington VT	LTC R.L. Shea	220-5278	Niagara Falls NY	LTC K.N. Szczipanski	238-2439
Camp Murray WA	LTC K.B. Lambert	355-7234	Oklahoma City OK	LTC J.H. Grassmann, Jr	940-5223
Channel Islands CA	Capt M.E. Protack	893-7522	Otis ANGB MA	Maj M.A. Rigazio	557-4230
Charleston WV	Capt D.T. Buckalew	366-6149	Pease AFB NH	LTC W.K. Windsor	852-3369
Charlotte NC	LTC R.M. Stonestreet	583-9124	Peoria IL	LTC J.L. Reid	724-4241
Cheyenne WY	Capt T.F. Tralongo	943-6340	Phoenix AZ	Capt L. Cordova	853-9038
Chicago IL	Capt R.J. Nyalka	930-6912	Pittsburgh PA	Capt G. Mangis	277-8422
Dallas TX	Maj L.C. McDonald	874-3242	Portland OR	LTC S. Justice	638-4972
Des Moines IA	Capt J.G. Cade	939-8450	Quonset Point RI	LTC J.D. O'Grady	476-3261
Dobbins AFB GA	Maj J.R. Patterson	925-4645	Reno NV	Maj K. Patterson	830-4683
Duluth MN	LTC W.R. Larson	825-7215	Richmond VA	LTC L.M. Fuccella	864-6382
Eielson AFB AK	Capt M.E. Skyorc	317-377-3425	Rickenbacker ANGB OH	LTC M.E. Harold	950-3210
Ellington ANGB TX	LTC K.E. Sinkavich	954-2231	Salt Lake City UT	Maj D. Thomas	924-9123
Fairchild AFB WA	LTC J. Baltzell	657-5024	San Juan PR	LTC A.J. Torres	860-9269
Fargo ND	Maj J. Bentz	362-8310	Savannah GA	Capt R.G. Poppell	860-8281
Forbes Fld KS	Maj W. Mulich	720-4719	Savannah GA	LTC D.R. Stringfellow	860-8304
Fort Smith AR	Maj B.V. Click	962-8277	Schenectady NY	Capt D. Koltermann	974-9470
Fresno CA	LTC J.E. Frank	949-9269	Selfridge ANGB MI	Capt B. Johnson	273-5471
Ft Wayne IN	LTC W.R. Heckman	786-1261	Sioux City IA	LTC L. Stratmeir	939-6751
Great Falls MT	Maj B.A. Livingston	279-2250	Sioux Falls SD	LTC C.J. Pansch	939-6751
Gulfport MS	LTC J.B. Castleberry	363-8209	Springfield IL	Capt W.D. Corbetto	892-8223
Hickam AFB HI	LTC A.K. Shinsato	315-449-7796	Springfield OH	Maj F.L. Stahl	346-2281
Jackson MS	Maj J.A. Cannon	731-9393	St Joseph MO	Capt C.R. Ball	720-9269
Jacksonville FL	Capt R.A. Burkett	460-7490	St Louis MO	Capt P. Brassel	693-6354
Kelly AFB TX	Capt C. Monroe	969-4686	Stewart ANGB NY	LTC N.D. Roseto, Jr	247-2840
Kingsley Fld OR	Maj W. Eaton	830-6329	Suffolk County NY	Maj A.M. Woolly	456-7503
Kirtland AFB NM	Maj E. Delgado	246-6721	Syracuse NY	Maj R.F. Blansett	489-9492
Knoxville TN	LTC G.M. Wade	588-4232	Terre Haute IN	Capt B. Baugh	724-1206
Lincoln NE	2Lt K.D. Carlson	946-1382	Toledo OH	1Lt A.C. Whitehead	580-4041
Little Rock AFB AR	Maj S.L. Owens	731-3133	Tucson AZ	LTC G. Gillespie	853-4445
Louisville KY	Maj G. Adair	989-4425	Tulsa OK	LTC F. Singleton	956-5260
Madison WI	Maj R. Wagner	273-8292	Volk Field WI	Maj T.A. Reis	946-3231
Mansfield OH	LTC K.E. Amos	696-6121	Westfield MA	LTC R.J. Whittaker	636-1241
March AFB CA	Capt R.C. Pastorski	947-3857	Willow Grove PA	Maj D.M. Ferraro, Jr	991-1353
Martinsburg WV	LTC D.L. Shewbridge	242-9245			

FM

Unified Commands

USSTRANSCOM

Director of Program Analysis
& Financial Management

General Walter Kross, USAF

DSN 576-3205

Captain Robert L. Rachor, Jr., USN

DSN 576-5099

USSTRATCOM

Comptroller

General Eugene E. Habiger, USAF

DSN 271-4111

Colonel Thomas H. Cecil, USAF

DSN 271-4227

USACOM

Director, Planning, Programming,
& Assessments

Comptroller

General John J. Sheehan, USMC

DSN 836-5911

Captain R.L. Wright, USN

DSN 836-5770

Ms Gloria Bownas

DSN 836-5901

USSOUTHCOM

Comptroller

General Wesley K. Clark, USA

011-507-282-3406

Mr John S. Samson

011-507-282-3500

USPACOM

Comptroller

Admiral Joseph W. Prueher, USN

808-477-7805

Captain Jay B. Koehler, USN

808-477-6680

USSPACECOM

Comptroller

General Howell M. Estes, III, USAF

DSN 692-3001

Colonel C.A. Deese, USAF

DSN 692-3791

USCENTCOM

Comptroller

General J. H. Binford Peay III, USA

DSN 968-6201

Colonel Michael D. Holdcraft, USAF

DSN 968-6427

USSOCOM

Comptroller

General Henry H. Shelton, USA

DSN 968-5103

Colonel Sandra L.B. Frederick, USAF

DSN 968-3921

USEUCOM

Comptroller

General George A. Joulwan, USA

DSN 423-4113

Colonel R.G. Carson, USA

DSN 314-430-5119

Comptroller Training Flight



Maj J. Bryan

Major Jeffrey Bryan

Commander

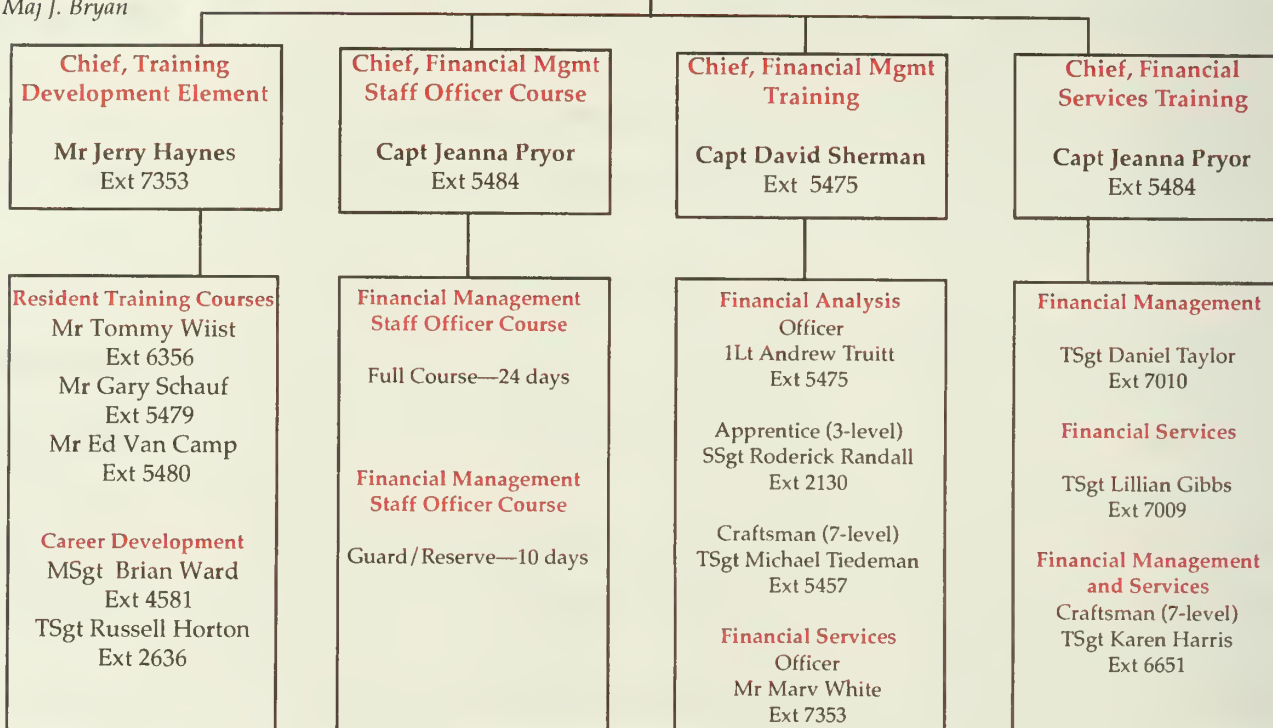
DSN 736-5486

FAX 736-4451

Training Liaison

CMSgt(S) Nick Stradley

Ext 2917



The new fiscal year promises to be one of constant challenge and change for the Comptroller Schoolhouse. New courses, expanded classes, and innovative training events all combine to bring a new sense of excitement to the training environment.

After hearing about new courses in development over the past year, I am pleased to report our 7-level resident courses for Financial Management and Services and Financial Analysis are now on-line with a full load of students. Likewise, we recently began teaching our much anticipated Accounting Liaison course and look forward to seeing many of you in this course.

We are also excited by a 50% increase in class availability for the Financial Management Staff Office Course (FMSOC) and the greater opportunity afforded for more students to take advantage of the broad comptrollership overview offered in this 24-day course. For those who cannot come to school TDY, we are working with Sheppard's technology folks to broadcast our ten-day version of this course through video-teleconferencing. With most bases now having a down-link site through the Air Technology Network (ATN), we anticipate many will

take advantage of this unique opportunity when we go on the air next spring.

We recently completed initial efforts to study a merger of our Financial Analysis and Financial Services officer courses with the goal of a single point of entry into the career field. Even if our proposal is not adopted, the thorough review of existing courses by MAJCOM representatives last August will make our instruction much better in the long run.

The biggest change on the plate for enlisted training is certainly the merger of AFSCs 6F0X1 and 6F0X2. To be ready for the October 1997 merger, we must combine two lengthy courses into one and find the right mix of course content and hands-on training. In the end, we plan to meet new tech training guidelines for mission ready airman. This classification is a certification from the career field that course graduates have received the training necessary to be immediately productive in the field. This merger is a tough assignment, but our team promises to be up to the challenge!

As always, we are here for you and will gladly accept any ideas you have to improve or enhance the comptroller training arena.

Professional Military Comptroller School

Faculty of the PMCS, Air University
College for Professional Development
Maxwell AFB AL 36112-6429

DSN 493-6656
FAX 493-5739



Director

Colonel Mack D. Foster, USAF. BS, Accounting, North Carolina A&T State University at Greensboro; MBA, University of Tampa. Major Background: Budget.



LTC Paul G. Hough, USAF. BS, Geography, USAFA; MS, Geography, University of Wisconsin; MPA, Financial Management, Golden Gate University; Ph.D., Public Policy, George Mason University; Certified Cost Analyst. Major Background: Cost Analysis; Budget; Comptrollership.



No Photo Available

LTC James G. Pappion, USA. BS, Accounting and Auditing, McNeese State University of Lake Charles; MPA in Comptrollership, University of Missouri. Major Background: Finance Corps/Comptroller.



LTC Debbie Bielling, USAF. BS, Accounting, Florida State University; MS, Logistics Management, AFIT; Ph.D., Economics, University of California at Irvine; Certified Public Accountant. Major Background: Accounting & Finance; Audit.



No Photo Available

CDR Steven A. Carden, USN. MS, University of South Carolina. Major Background: Financial Management.



Maj Dan Dannenmueller, USAF. BA, Business Management, Park College; MA, Leadership and Management, Webster University. Major Background: Budget.



Maj Pamela J. Singleton, USAF. BS, Mathematics, University of South Carolina; MS, Cost Analysis, AFIT. Major Background: Cost Analysis; Accounting & Finance.



Maj (S) Rodney M. Troyanowski, USAF. BS, Economics, University of Wisconsin; MS, Cost Analysis, AFIT. Major Background: Budget; Cost Analysis.



Ms Alysén B. Moran. BS, Bowie State College, Maryland; MA, Business Mgmt and Supervision, Central Michigan University. Major Background: Budget, Cost, and Procurement Analysis.



Mr George R. Wingfield. BS, Mathematics, Alabama A&M University; MA, Business & Management, Webster University; Major Background: Finance & Accounting.

In today's challenging environment of diverse mission demands and constrained budgets, effective resource management will play an even greater role in DoD financial management. You owe it to yourself to be prepared to meet this challenge and attendance at PMCS is an absolute must if you are to maximize your credentials for greater service.

PMCS has been recognized as the premier professional development course for financial professionals by the Army, Navy, Air Force, and DoD agencies. Our mission is to develop the individual's capacity to adapt the comptroller's role to the economic, political, and social environment of the military organization. Taught at the graduate level, PMCS is designed to expand the resource manager's knowledge of issues and policies affecting defense resource allocation and military readiness. We've been in this business for nearly 30 years and our graduates have taken their place in key financial positions to help shape tomorrow's Air Force and other DoD agencies.

We seek students in grades GS-12 to GS-15 and Major to Colonel for our six-week program. By attending, you and your best people will hear from over 60 distinguished guest speakers, the majority are flag/general officers or civilian equivalent and above. We get outstanding support from the Under Secretary of Defense (Comptroller), the Assistant Secretaries (Financial Management) of all military departments, and the Defense Finance and Accounting Service (DFAS) Director—all spoke to recent classes. We can think of no other institution that captures this degree of support in the financial community.

You will appreciate what our speakers present. They address key financial topics as well as other operational issues that impact resource allocation. These interrelated topics include comptroller disciplines of budgeting, cost analysis, accounting, information management, fiscal law, and other diverse topics including foreign policy, macroeconomics, and logistics support. This past year we added information warfare, privatization, private sector comptrollership, and Defense Information Service Agency (DISA) to the curricula. We can also "lower the fog count" on subjects like the Government Performance and Results Act, Chief Financial Officers Act, and the National Performance Review. Our speakers are at the vanguard of this subject matter and we also have a very talented resident faculty to support our mission.

The six weeks you devote to PMCS will result in a return on investment that exceeds any other DoD academic program you may be considering. Come join us!



NOTES FROM THE

Comptroller Officer Assignments Section

By Capt Lori Wortman, DSN 487-5031
wortmanl@hq.afpc.af.mil

The purpose of this article is to let you know about a recent change to the Officer Assignment System (OAS). Before I do that, I would like to tell you about two other changes that have taken place at the Air Force Personnel Center (AFPC) regarding your assignment team. First, I want to introduce myself as **YOUR** new assignments officer. As the sole comptroller-type in the assignments business at AFPC, I am responsible for managing our career field with respect to assignment actions and can help you with information about assignments, special duty jobs, career development, schools, etc. At the same time I am coming on board, we are also saying goodbye to a veteran member and important player on our team—**Capt Scott Wolff**. Scott, who has been the *personnel expert* and managed the accessions and AFIT programs for our career field, is moving to the **personnel officer assignments team**.

Now back to the OAS and a recent change termed **More Choice/More Voice**. This new change has a number significant features that you need to know about and consider in your career plans.

Currently, each officer receives an *alert* notice nine months from the time they have three years Time on Station (TOS) or nine months prior to expiration of a controlled tour. This alert notification is not an assignment notification but rather a tool to prompt officers to discuss career options with their commanders and to start checking the Electronic Bulletin Board (EBB) for job opportunities. The rules of engagement for TOS are important to know. Officers must have three years TOS for a CONUS-to-CONUS move and two years TOS for CONUS-to-OSEAS. This is critical because officers are not considered eligible for an assignment if they do not meet the TOS criteria by the report date of the advertised job opening and should not volunteer. Waivers are allowed on a case-by-case basis.

The **More Choice** change to the assignment system concerns the names we forward to the selecting organization. In the past, we forwarded the names of only the qualified volunteers. With **More Choice**, we can augment the list of qualified volunteers with other qualified eligible officers or **add-ons**. To be eligible, officers must meet the TOS requirements. Before an officer is added to the list, however, we will contact the officer's supervisor and obtain his or

her approval. This is important because the supervisor is responsible for informing the officer that he or she is being considered for an assignment to a particular job.

The entire list of volunteers and *add-ons* will be prioritized by AFPC based upon several categories and then forwarded to the selecting authority. The categories are: short-tour returnees; long-tour returnees; base closure/unit deactivation; max tours; and other, e.g., officers who are eligible and qualified but do not fall into the above categories. Another important feature to **More Choice** is that officers are not *locked in* to a particular assignment because they have been submitted for a particular job. Officers can be on more than one list and will be assigned to the job for which he or she is first selected. If the selecting authority bypasses officers in a higher priority category, the selecting authority must provide written justification to AFPC. The list provided to AFPC will be the selecting authority's rank ordered preferences for the job. AFPC will then make the assignment based on the selecting authority's list and the needs of the Air Force.

The second significant change to the assignment process is **More Voice**, which is aimed at getting losing commanders more involved in the members career development. Commanders can provide Officer Professional Development (OPD) inputs on their officers directly to AFPC. These inputs (submitted by fax or e-mail) will be kept in the officer's assignment file until an assignment action is complete. Also, commander's can request an officer be an *add on* when those officers reach two-and-one-half years TOS for CONUS-to-CONUS and one-and-one-half years TOS for OSEAS positions.

What are the impacts to you from these changes? First, under **More Choice/More Voice**, commanders will be more involved in your career development. Second, there is no join spouse priority so those assignments will have to be worked earlier and more aggressively. And third, you are more vulnerable to be selected for a non-volunteer assignment up to six months earlier than the advertised TOS requirement.

More Choice/More Voice went into effect in July 1996. If you have any questions about this information or any other assignment issue, please feel free to call me.

NOTES FROM THE

Chief for Enlisted Matters

by CMS James J. Magnotta

DSN 224-5437



FY 97 Financial Management Senior NCO Focal Points

ACC	CMS Edward Lawson	574-4848
AETC	CMS Greg Gardner	487-4882
AFMC	CMS David Babcock	787-6783
AFPC	SMS Tim Kilpatrick	487-4115
AFRES	Ms Patricia Tomlin	497-1468
AFSOC	SMS Wendy Colestock	579-2815
AFSPC	CMS Dan Walsh	692-3676
AIA	CMS Raymond Lemery	969-2866
AMC	CMS Linda Osborne	576-5918
Chief's Group	MSgt Jennifer Houston	487-6611
DFAS-DE	CMS Bill Yokom	926-7487
NGB	CMS Danny Butrick	278-8040
OSI	MSgt Mike Hayden	297-5433
PACAF	CMS Diane Stewart CMS Ricky Altman	449-5242 449-0252
Schoolhouse	CMS(S) Nick Stradley	736-2917
USAFA	SMS Stephen Seabrook	333-3160
USAFE	CMS Larry Gonzales	480-6291
11WG	CMS Lorraine Tanner	297-5755

It has been a busy summer for the MAJCOMs hosting **TOP DOLLAR** competitions in preparation for the Air Force competition. While I did not have the opportunity to visit each competition, those that I did see were outstanding. A special *hats off* to AETC for hosting thirteen teams at Little Rock in what was the largest competition ever. It was an endurance test for teams and staff to say the least. Now the time has come for teams to restock logistics kits and get ready for what will be the last Air Force competition until 1998. It is also time for teams that competed to remember an important part of the training they received—share it at home station. The real mark for **TOP DOLLAR** is how well the entire FM organization benefits from a team's experiences. You've heard it a thousand times—bring home your experiences and share them with your peers. It is your responsibility to pass on the lessons you learned. This summer has also been very busy for our schoolhouse instructors and staff. Sheppard has gone to an eight-hour training day and double shifts, which I can't remember happening since the 1970s. In the meantime, we have put a burden on the schoolhouse to develop the new merged three-level course. We have brought on both seven-level courses required under year of training. We have also begun to develop comprehensive guides from those outlines to assist you in conducting OJT. **Bottom line**, as you can tell, the FM community has a sizable training load for the foreseeable future. That means that everyone must be prepared to do their part in fulfilling our training needs. Supervisors, certifiers, trainers, and trainees must understand and fulfill their responsibilities. I cannot emphasize enough the importance of a solid OJT program to our success. I will rely heavily on the MAJCOM functional managers listed herein to achieve our goals. I ask that each of you give training your time and energy.



Financial Management Career Program

PALACE Team Members

HQ AFPC/DPKCA
555 E. Street-West Suite 1
Randolph AFB TX 78150-4530

Program Director

Mr Ronald F. Stuewe: MS, Systems Management (Cost Option), AFIT; BS, Aviation Management, Auburn University. Functional Background: Program Analysis, Cost Analysis, Program Management.



Executive Agent

Mr Vaughn E. Schlunz: MS, Business Management, Troy State University, Alabama; BS, California State University. Functional Background: Audit and Public Accounting.



Secretary—Ms Jetta Rutherford

Career Program Administrator

Mr Roger Dold: MA, Webster University; BA, University of Denver, Economics. Functional Background: Accounting & Finance and Public Accounting.



Program Effectiveness Panel Support

Mr Kip L. Wilson: BBA, Business Administration, Wichita State University. Functional Background: Audit and Accounting & Finance.



T&D Panel Support/PAQ Administrator

Ms Karen R. Johnson: AA, Liberal Arts, Montgomery College. Functional Background: Program Analysis, Budget, and Cost Analysis.



Total Person Score Panel Support

Ms Paulette Pinkard: BA, Criminology/Psychology, St Leo College; BA, Business/Sociology, University of Maryland; MA, Procurement & Acquisition Management, Webster University. Functional Background: Budget, Cost, and Program Analysis.



Referral System Support (GS-501-505-510-511)

Ms Olivia L. Hardin: BS, Accounting, University of Central Oklahoma, Certified Public Accountant. Functional Background: Audit.



Referral System Support (GS-301-343-560-1515)

Mr Kermit Fritz: BBA, Accounting, Southwest Texas State University. Functional Background: Accounting & Finance and Budget.



Personnelist/PEP & Position Panel Support

Mr Ronald E. Sheppard: BA, History, University of Texas. Civilian Personnel Background: Position Classification, Employee Development Specialist, Staffing, Program Evaluation, and Career Program Administrator.



PALACE Team Contact Information

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FMCP Homepage on World Wide Web
http://www.afpc.af.mil/civ_car/fmcp

ACES High

Senior Master Sergeant Richard Taylor entered active duty August 1974. His first duty assignment was the Air Force Accounting and Finance Center (AFAFC), Lowry AFB CO. He was hand picked by the Commander, AFAFC, to assist in the transition of the Security Assistance Accounting Center (SAAC) from Washington, DC to Lowry AFB.

In May 1981, he was assigned to Incirlik AB TU, as NCOIC, Travel Pay Section. During his tour he revised travel voucher processing timeliness from 3 days to same day. His efforts helped the Travel Section earn its first UEI excellent rating.

In 1983, he was assigned to Spangdahlem AB GM, as Chief, Travel Pay Section. During his tenure the travel section received two UEI excellent ratings. He was the 52nd Comptroller Squadron Senior NCO of the Year for 1984. HQ USAFE/FM recognized his expertise and selected him to write a Command Permanent Change of Station (PCS) entitlement package enabling members to better understand their entitlements.

In 1986, he was again assigned to Incirlik AB. During his four year tenure he served as Chief, Travel and Military Pay Sections and as Deputy Accounting and Finance Officer. Always looking for a better way, Sgt Taylor worked with the Turkish local bank to develop electronic fund payments of utility bills. This was a first for the Turkish utility companies, who many times left little time between bill receipt and payment due date. This guaranteed the base would never face a 4 percent late penalty charge. In April 1989, the United Nation's Iran/Iraq Peace Monitoring team arrived without proper funding.



SMSgt Richard Taylor
86 CPTS/FMF
Ramstein AB GM

Through Sgt Taylor's resourcefulness, procedures were developed with the multinational team members to ensure the team had sufficient funds to accomplish their tasking. In addition to several quarterly awards, he was chosen as the Accounting and Finance Senior NCO of the Year for 1987.

In November 1990, he was selected to join the HQ USAFE/FM staff. He was on the initial support aircraft as the Command representative for Operations PROVIDE COMFORT, PROVIDE HOPE, and PROVIDE PROMISE, ensuring initial funding problems were quickly resolved. In Operation PROVIDE COMFORT (OPC) his skill and knowledge of the European banking system, got the OPC commander \$14M in less than 4 days. During Operation PROVIDE PROMISE he developed procedures with the Yugoslavian fuel company to alleviate the cash-on-fillup practice. His accomplishment eliminated the need to put a funds

courier on each aircraft. In addition, he successfully got the Air Force to reverse a long-standing injustice for overseas military retirees wherein now, they can cash personal checks in Air Force accounting and finance offices. Lastly, he worked the logistics for the first ever comptroller contingency training program, TOP DOLLAR. A resounding success, this USAFE initiative was praised by SAF/FM and has been adopted as an Air Force wide program. His final contribution to the TOP DOLLAR program was developing and writing the first ever deployed agent handbook—AFP 65-110, *Deployed Agent Operations*. He was chosen as the HQ USAFE/FM and the Command Senior NCO of the Quarter for January-March 1993 and was awarded the Air Force Sergeants Association (AFSA) European Division President's Award in 1993. His many accomplishments earned him HQ USAFE Comptroller—Airman Significant Contribution to Comptrollership for 1994.

In April 1995, he was assigned to the Ramstein Financial Services Office (largest office in USAFE) as the Quality Assurance Manager. Later in October 1995, he took over as Superintendent. In the subsequent months he wrote an inclusive military entitlement fact booklet for new arrivals. This booklet provides customers needed information without having to come to finance for their answers. In addition, he wrote a comprehensive AMEX Government Charge Card pamphlet for commanders, comptrollers, and unit program coordinators. Each pamphlet tells the audience in a "nutshell" what they need to run an effective program.



PROMOTIONS



Mr Keiling

Mr Gregory P. Keiling, GS-15, is the Chief, Directorate for Security Assistance Finance Operations, DFAS-DE/IF.

Air Combat Command

Beiner, Thomas, to MSgt; Dyess AFB TX
Brown, Lyle W., to MSgt; Minot AFB ND
Carter, Shirley A., to GS-12; HQ ACC, Langley AFB VA
Drawhorn, Mary C., to CMSgt; Dyess AFB TX
Farris, Mark A., to MSgt; Nellis AFB NV
Frye, John C., to LTC; Whiteman AFB MO
Jones, Carmen, to GS-12; Tinker AFB OK
Kelly, Rodney E., to MSgt; Barksdale AFB LA
Riel, Pamela J., to MSgt; Beale AFB CA
McKee, Michael D., to LTC; Barksdale AFB LA
McLean, Rosetta J., to MSgt; Beale AFB CA
Vaughn, Perry E., to MSgt; Nellis AFB NV
Weaver, James E., to MSgt; HQ ACC, Langley AFB VA

Air Education and Training Command

Barney, Kimberly W., to Capt; 325 CPTF/FMA
Gordon, Audrey, to MSgt; 14 CPTF/FMFP
Lewis, Gregory S., to MSgt; 82 CPTS/FMFPT
Wilson, Bonnie, to GS-12; HQ AU/RPX, Maxwell AFB AL

Air Force Audit Agency

Deckard, Charyl, to GS-12; Wright-Patterson AFB OH
Ellsworth, Eric, to GS-12; Little Rock AFB AR
Espinoza, Kellie, to GS-12; Scott AFB IL

Fielder, Shawn, to GS-12; Los Angeles AFB CA
Fischer, Martha, to GS-12; DOVS Gaspi, Maureen C., to GS-12; Charleston AFB SC
Lemasters, Kenua, to GS-12; Randolph AFB TX
Lohanaas, Jonathan, to GS-14; FS Mandis, Donna, to GS-12; Vandenberg AFB CA
McFadden, Nola, to GS-12; Robins AFB GA
Mesko, Ronald, to GS-12; Ramstein AB GM
Parmley, Kimberly, to GS-12; Ramstein AB GM
Pastore, Tracey, to GS-13; FSA
Patricola, Sandra, to GS-12; Minot AFB ND
Sieren, Michelle, to GS-12; Minot AFB ND
Wadsworth, Gayle, to GS-13; DOVS Weirsig, Robin, to GS-12; Tinker AFB OK
Williams, Cathie, to GS-12; Elmendorf AFB AK

Air Force Materiel Command

Bacas, Anastasia S., to GS-13; HQ AFMC/FMBP, Wright-Patterson OH
Barkus, Vanessa E., to GS-12; OC-ALC/FMPBF, Tinker AFB OK
Cislo, Jeffrey J., to GS-12; OO-ALC/FMC, Hill AFB UT
Ellett, Albert C., to GS-13; SMC/FMB, Los Angeles AFB CA
George, Patricia, to GS-12; SA-ALC/FMIO, Kelly AFB TX
Gilmore, Keith E., to Maj; SMC/MTP, Los Angeles AFB
Haley, Roy S., to Capt; SMC/CWM, Los Angeles AFB CA
Hester, Herbert, to GS-12; WR-ALC/FMLRC, Robins AFB GA
Holmes, Bernard, to Maj; SA-ALC/FML, Kelly AFB TX

Jepperson, Shelley G., to GS-12; OO-ALC/FMCF, Hill AFB UT
Larosa, Ronald A., to GS-12; SMC/MTP, Los Angeles AFB CA
Marcus, Christopher, to Capt; AEDC/FM, Arnold AFB TN
Morgan, Kathy, to GS-12; SA-ALC/FMXC, Kelly AFB TX
Morioka, Calvin, to GS-14; SMC/FMC, Los Angeles AFB CA
Mycka, Toney F., to Capt; SMC/CLP, Los Angeles AFB CA
Myers, Wendy L., to GS-12; OO-ALC/FMBA, Hill AFB UT
Nadon, Mary Lee, to GS-14; SMC/MTP, Los Angeles AFB CA
Novak-Lev, Gina, to GS-12; SMC/XRJ, Los Angeles AFB CA
O'Keefe, Bonnita, to GS-12; CASC/FM, Battle Creek MI
Pitts, Joyce, to GS-12; WR-ALC/FMLMB, Robins AFB GA
Sanders, Troy L., to Capt; OO-ALC/FMBA, Hill AFB UT
Scalzo, Steven P., to GS-13; OC-ALC/FMPBW, Tinker AFB OK
Schofill, Patricia, to GS-12; WR-ALC/FMLSC, Robins AFB GA
Scott, Leslie A., to LTC; SMC/CWM, Los Angeles AFB CA
Smith, Wanda L., to LTC; SMC/CZP, Los Angeles AFB CA
Spoutz, Teri G., to GS-12; SMC/XRF, Los Angeles AFB CA
Sullivan, Larry, to GS-12; WR-ALC/FMLSD, Robins AFB GA
Thomas, Gayle N., to MSgt; OO-ALC/FMFM, Hill AFB UT
Thompson, Darlene P., to GS-13; SMC/CZP, Los Angeles AFB CA
Thurston, Johnnie B., to GS-12; HQ AFMC/FMBP, Wri-Pat AFB OH
Traum, Sheryl M., to GS-13; SMC/CIP, Los Angeles AFB CA
Westmoreland, Janice, to GS-12; WR-ALC/FMLRA, Robins AFB GA

Majors Selected for Lt Colonel



Arnold, Larry J.
Benjamin, Michael A.
Bisanti, Daniel J.
Carpio, Reynaldo S.
Carter, Neil D.
Cruz, Patricia C.
Dacus, Eugene
Dudek, Frederick G.
Gilchrist, Barbara J.
Godfrey, James G.
Hall, Gwendolyn M.
Henderson, Sheilia E.

Herpst, Ronald T.
Johnson, Steven H.
Jones, Donna K.
Kalish, Bruce M.
Langham, Philip R.
Levy, Anthony V.
Martin, Jeffrey S.
McDaniels, Diane M.
Planck, Debra D.

Peaden, Arthur W.
Queen, Leslie B.
Rivera, Maritza
Sanders, Roy J.
Sims, William R. Jr.
Singsaas, John C.
Tate Davidson, Flora M.
Tomasini, Roberta M.
Wardley Niemi, Sylvia C.
Witter, Cletus F.
Wolosz, Carol J.

Congratulations!



Promotions (Continued...)

Whitley, George H., to GS-12; OO-
ALC/FMCF, Hill AFB UT
Wimmer, Kent L., to GS-12; OO-
ALC/FMCF, Hill AFB UT

Air Force Reserve

Brescia, Mary, to GS-12; Andrews
AFB/FMA, Andrews AFB MD
Hoar, Nancy, to GS-12; HQ AFRES/
FMARA
Kranz, Ann, to GS-12; Keesler AFB/
FMA
Lewis, Marie, to GS-12; Dover AFB/
FMA
McClintock, Alverda, to GS-12; HQ
AFRES/FMAO
Perry, Ronald, to GS-13; March ARB/
FMA

Air Force Space Command

Castro, Eduardo, to SMSgt; Peterson
AFB/FMF
Duncan, Lawrence M., to SMSgt;
Malmstrom AFB/FMF
Hadley, Lillian P., to MSgt;
Vandenberg AFB /FMF
Jones, Robert L., to MSgt; Vandenberg
AFB/FMF

Air Force Special Operations Command

Patterson, Mark, to Maj; HQ AFSOC/
FMPF

Air Mobility Command

Anderson, Keith E., to GS-12; AMC/
FMB, Scott AFB IL
Curnew, Joseph T., to MSgt; McGuire
AFB/FMA
Yokom, William J., to CMSgt; Grand
Forks AFB/FMF

Pacific Air Forces

Armstrong, Dale R., to MSgt; Eielson
AFB AK
Carlson, Diane S., to SMS; Eielson
AFB AK
Hickey, Paul E., to Capt; 3CPTS,
Elmendorf AFB AK
Kelly, Michael L., to LTC; Eielson AFB
AK
Sagert, Pam, to GS-11; 611 ASG,
Elmendorf AFB AK
Summers, Gregory, to MSgt; Yokota
AB JA
Tancredi, Christopher J., to Maj;
Kunsan AB KO

United States Air Forces in Europe

Anderson, Loida C., to MSgt; 32
ARS/RAF
Capuno, Lee M., to MSgt; OL-B
USAFE JSS/FMF
Coley, Patrick M., to LTC; 100 ARW/
FM
Henderson, to MSgt; 603 CS/FMF
Kidd, Kurt J., to MSgt; 469 ABF/FMA

Trevino, Margaret M., to MSgt;
39CPTF/FMFD

DFAS

Allgood, Joseph W., to GS-11, DFAS-
DE/WVF
MacIver, Gregory E., to GS-11, DFAS-
DE/ADAAA
Swan, Lyle R., to MSgt; DFAS-DE/
AD

SAF/FM

Ahye, Catherine, to Maj; AFCAA/
FMP
Davis, Don, to LTC; SAF/FMBOO
Downing, Lorenza, to LTC; AFCAA/
FMP
Fulghum, Charles H., to Maj; SAF/
FMBOI
Modrovsky, R. J., to LTC; SAF/FM
Walsh, Melinda, to LTC; SAF/FMCC
Young, Michael, to Maj; SAF/FMBOP



RETIREMENTS



Colonel Petty



Colonel Ward

Colonel John J. Petty was Deputy Director, Financial Management, San Antonio Air Logistics Center, Kelly AFB TX (27 years of service).

Col F. Edward Ward, Jr., was the Chief, Directorate of Field Support, DFAS-DE / AO (28 years of service).

RETIREMENTS (Continued. . .)

Air Force Audit Agency

Criner, Porter W., Jr., GS-13; FDW,
Mt Home AFB ID
Dillon, James R., GS-12; FDW,
Yokota AB JA
Powers, Lenton E., GM-14; FDZ,
Kelly AFB TX

Air Force Communications Agency

Bryan, Joenella, GS-12; HQ AFCA /
RMAR

Air Force Materiel Command

Green, James E., GS-12; AFDTC /
FMBO
Myers, Billy E., GS-12; AFDTC /
FMH-CCB
Patty, Barbara C., GS-12; AFDTC /
FMBO

Air Force Space Command

Culqui, Marcelo F., MSgt; HQ
AFSPC / FMA
Davis, Frederic L., HQ AFSPC / FMF
Jewell, Linda A., LTC; HQ AFSPC /
FMA

Marshall, John, MSgt; HQ AFSPC /
FMA
Nettesheim, Jeffrey D., Peterson
AFB / FMA
Ware, David G., MSgt; HQ AFSPC /
FMF
Williams, James, MSgt; HQ AFSPC /
FMF

Air Intelligence Agency

Farrell, Charles W., LTC; HQ AIA /
FM-1
Hunt, Buster L., MSgt; HQ AIA /
FMP
Rogers, Gregory J., Capt; HQ AIA /
FMC

Air Mobility Command

Brogan, Will, MSgt; 375 AW / FMA
Cherry, Robert S., SMSgt; HQ AMC /
FMP
Duff, Steven, MSgt; HQ AMC / FMF
Johnson, Alphonso, LTC; 350 CPTS /
CC
Ko, Rich C., CMS; HQ AMC / FMF

Pacific Air Forces

Brown, Stephen, MSgt; 605 AFS /
FMFQ, Yokota AB JA

11 WG

Sims, Maude Lee, GM-13; 11 WG /
GM

DFAS

Swan, Lyle R., MSgt; DFAS-DE / AD

SAF / FM

Miller, Leah, Maj; SAF / FMBI

Lee Sims Retires

Ms Maude Lee Sims, the 11th Wing Deputy Comptroller, retired after 56 years, 6 months, and 17 days of Federal service on 2 August 1996. Lee came to Washington DC from Oklahoma after being offered a clerk typist position for the Judge Advocate General in the War Department. After a few years Lee transferred to the General Accounting Office as an auditor. In 1953 she transferred to the Air Force to what was then Headquarters USAF, Secretary of the Air Staff, Budget and Accounting Branch. She gradually worked her way up the ladder and in 1967 she was promoted to Chief Accountant and in 1971 she was promoted to Deputy Comptroller.

Colonel Peter Sutton, 11th Wing Commander, presented a plaque to Lee, for her *heroic* and consistent one-day-at-a-time service. Colonel Richard Lach, Director of Air Force Protocol, presented a plaque and autographed photo on behalf of Air Force Chief of Staff, General Ronald Fogleman. General Fogleman had met with Lee earlier in the day and gave her a retirement coin. Mr Joseph Roj, representing the Honorable Robert F. Hale, Assistant Secretary of the Air Force for Financial Management and Comptroller, passed on a Financial Management coin and letter. Mr Roj said, *we will lose a great mentor with the retirement of Lee Sims. She brings out the best in people. She heads them in the right direction, takes the blame when things go wrong, and gives them the credit when things go right; with someone like her, you cannot fail.*

Mr George Cava, 11th Wing Financial Manager and Comptroller, referred to Lee as *the example of instilling professional accountancy standards while fulfilling the public trust.* During Lee's 43 years in financial management service, Mr Cava noted that more than \$200 billion had passed through the office, more than 8 million travel vouchers had been processed, and \$18 billion had been paid to civilian employees.



General Ron Fogleman congratulates Lee Sims for her dedicated service to the Air Force

On a personal note, Mr Cava said that greatness can be defined by many things, and in Lee's case it has been defined by how she helps other people. *Lee Sims has always been there for everybody, and I deeply appreciate working for and with her for 34 years.*

Lee's career, spanning more than half a century, has been a shining example of dedication to her people and her mission; dedication that others can emulate, but none can replace—everyone will miss.



Mr George Cava presents Lee with the Outstanding Civilian Career Service Award



**Assistant Secretary of the Air Force
Financial Management and Comptroller**



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the AIR FORCE

COMPTROLLER

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JANUARY 1997

AIR FORCE: 50 YEARS OF FREEDOM THROUGH FLIGHT

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JAN 27 1997

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AT URBANA-CHAMPAIGN





THE COMPTROLLER'S CORNER

In today's world of Air Force financial management, there is a great deal of change. Acquisition reform alters the way we work, as several articles in this issue make clear. Then there are budget cuts, DFAS consolidation, IMPAC card changes, travel reengineering, and more.

Much of the change that is occurring in our community is good. For example, we are improving communications (check out our Web Page at <http://www.saffm.hq.af.mil/SAFFM>), keeping up technologically (adding LANs, for example), and replacing some unpopular practices (like civilian interviews).

But change is also unsettling. And, as I know from personal experience, it is hard to manage. From my vantage point in the Pentagon, it is sometimes hard to fully appreciate the effects that changes are having on our field activities.

That's where you can help. You can tell us how you view ongoing changes and how best to implement them. You can write me or send me an E-Mail (saffm@af.pentagon.mil). Better yet, follow the advice contained in the provocative lead article in this issue (page 4). Write an article for this magazine that describes your view of a key issue facing our financial management community.

Let's hear from you.

A handwritten signature in cursive script that reads "Robert F. Hale".

ROBERT F. HALE
Assistant Secretary of the Air Force
(Financial Management and Comptroller)

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About the Cover: Special thanks to Mr Stephen Gonyea, Analysis and Design Chief, 11th Communications Squadron, Media Services. He drew the 39 ft by 18 ft mural of two F-86s taking off with a local village in the background at the Smithsonian's National Air and Space Museum.

Please



Recycle

It's Your Magazine— *The Air Force Comptroller* Needs You!

by Major Joe Lokey

This publication provides one of the best forums for getting your ideas in the open and laid at the academic altar for a proper debate.

In this most political of seasons, it comes to mind that voting is an assertion of principles as well as a personal choice. Expressing yourself through this vote is an obligatory expression of opinion on how each of us believes the country should be governed. It is very much like expressing your opinions and thoughts through articles in this magazine. There are many of you with definite ideas that need to appear in the pages of *The Air Force Comptroller* magazine. So what's holding you back?

This isn't really a plea for articles—O.K., maybe just a little, but I would like to suggest that we have a lot of talented people with some great ideas and this magazine is an ideal place to get them out in the open for all to benefit from. Over the years, I've looked forward to each issue of *The Air Force Comptroller* and still read every article from cover to cover. The formats have changed a little and the names have changed a lot. But the one constant is that it still reflects current issues by people who care enough to take the time to sit down and put pen to paper—or, in today's terms, fingers on the keyboard.

Who are you? Some of you view things in simple black and white. Others of us see many shades of gray and tend to view life through a kaleidoscope. All of these disparate and sometimes opposing viewpoints need consensus and consolidation. This publication provides one of the best forums for getting your ideas in the open and laid at the academic altar for a proper debate. No one is asking you to tome the *Articles of Confederation* or put **Tom Clancy** out of work. But you do have definite ideas and experiences that can be put into words and onto paper.

A trend in the articles in the last few years has me wondering where in the world we are going? Each has their own merit, but collectively they lack community and a common sense of purpose. Not really sure of what I was looking at, I decided a bit of research was needed to confirm or deny my observations. So I went to the only source I could think of...the magazine itself.

Past is Prelude

Browsing through my collection of *The Air Force Comptroller* magazines, perhaps feeling a bit nostalgic, I found myself reliving a lot of good memories with good friends. Some of these articles did a

wonderful job of explaining, exploring, and proposing. Each author seemed to show a genuine interest in making the system better by raising awareness of the issues, explaining the complexities, and suggesting ways to improve the system.

The focus then was different. It's hard to explain. With all due respect to recent authors, the articles in the last few years, in general, seemed to be written as term papers for someone's *Principles of Management* class. When I read an article, the author has to not only write in a conversational tone that keeps me interested, but there has to be a clear relevance to reality. The most readable articles are those that focus on an issue, dissect it, explain how it works, and pull it all together to show how and why it's important. In other words, show a practical application.

Better yet...make the system better! The best articles are those that challenge conventional wisdom with creativity, spontaneity, innovation, and a visionary approach to today's problems. Rather than regurgitate the same old lofty, theoretical nonsense coming from you-know-where, take issue, and show what really needs to happen in the field to make things better.

Not all articles have to be focused on technical or functional aspects and skills. There have been historical articles, *how to* articles, and organizational descriptions. Remember the articles about each of the MAJCOMs? We surely have people at the MAJCOMs that can complete a grammatically correct sentence and can, therefore, tell us how their command Comptroller is

organized and what their biggest challenges are. Here are some other examples from past issues:

- There was a great article in the July 1968 issue describing how Capt Ernie Cobb built a computer tape cleaning machine in his garage while listening to an Air Force Academy football game on the radio. Few of you remember when the Comptroller *owned* data automation.

The best articles are those that challenge conventional wisdom with creativity, spontaneity, innovation, and a visionary approach to today's problems.

- In the January 1972 issue, *The Air Force Comptroller* editor, Steve Canton, did a super piece on financial management in the United Kingdom's Ministry of Defence. Anyone from USAFE/PACAF care to try their hand in another country?

- Base closure headaches are nothing new. Lt Col Gerald Williams wrote a fascinating piece in the July 1977 issue on the Comptroller's role in closures including problems and recommendations in a *lessons learned* classic.

- There used to be some great articles that actually ran in a series. There was a three-part article that began in April 1976 issue by 1Lt William Berstein on Luca Pacioli, the recognized father of modern accounting. A real history lesson emerged in

a five-part series by Lt Col Joe Campione in April 1984 which covered the growth and development of comptrollership tracing our *roots* back to 1942. Did he know the Army Finance Corps is it's second oldest? Care to do a follow-on?

- Look at the four-and-a-half page recap of the Comptroller Executive Session in the July 1972 issue. Reading that convinced a lot of us that some pretty significant issues were tackled and dealt with in a brief two-day period. Where are they today?

- If you think the Unit Cost concept is new, look further in that July 1972 issue and you'll find Maj Norm Merritt addressing the application of unit cost in a far more articulate manner than any of the boringly pedantic mush in the field today. And in the October 1973 issue, Capt Doug Bunger (now Major General Bunger) refuted the *use it or lose it* mentality and clearly showing a vision and framework for unit cost budgeting—perhaps explaining some of his current success?

What happened to PMCS Idea papers? Surely the current paper formats are not too difficult to embrace original thought worth publishing? Reviving and enhancing a robust Letters-to-the-Editor section in *The Air Force Comptroller* may also give a voice to alternative viewpoints or follow-on ideas, especially now that we can *zap* our opinions directly into the Pentagon via a new World Wide Web site. Even some of the simplest topics make valuable contributions to general comptrollership. Would you believe an October 1969 article by Mr Ernest Laurel on Military Working Dogs?

It's Your Magazine—*The Air Force Comptroller Needs You (Continued)*...

The point worth focusing on is that our career field has undergone a vast series of changes that have redefined what it is we are suppose to do. We need people with ideas to use their experience, their wit, and their creativity to tackle some of the demons that inevitably rise as the unintended consequences of reform. There is certainly no lack of material. Our career field desperately needs voices to direct, consolidate, and shape policy and procedures based on something other than a vicarious knowledge of what we do for a living.

Our career field desperately needs voices to direct, consolidate, and shape policy and procedures based on something other than a vicarious knowledge of what we do for a living.

Calling New Authors

I've met many people who have some great ideas and some interesting problems when dealing with a variety of subjects. Getting these down on paper should be encouraged. Supervisors should be working with their people to develop, grow, and nurture this important aspect of communication. Encouraging these skills develops writing talents at the same time we are promoting self-evaluation and critique. The process only gets better if we ask questions and answer them with

wisdom and thought. Put people first and you rarely go wrong.

Will your ideas be welcomed? My experience has been that any and all voices have been welcome at the table, particularly if they bring constructive solutions or point out inefficiencies or injustice. Simply throwing rocks at a group or idea doesn't advance or improve the process. But don't try to be so tactful that you fail to adequately state your case. Much of what we see and hear out of Washington is an illusion of unanimity with no real consensual validation. Group think at its best. Paul Tillich once said that *The passion for truth is often silenced by answers that have the weight of undisputed authority*. If something doesn't make sense to you, put it on paper and state your argument from your point of view. Never assume that cookie-cutter answers from some ivory tower are *right* or *the best thing to do*. Our so-called experts need your input and are desperate for new and innovative solutions to the problems caused by our restructuring.

As an opening gambit, let me suggest a few propositions that dotted the discussions among several groups at the last ASMC PDI in Anaheim, California. Some of these are relatively new whereas others seem ageless in their longevity. The approach of any paper could be academic, anecdotal (*There I was...*) or simply speculate. Regardless of the style or tone, the main thing is to *tinkle the keyboard ivory* and make that word processor sing.

See if you can tackle these, or any other, issues you care to comment on at any level your expertise and experience permits:

- What is the value-added aspect of "business processes" on a warfighting commander? Would we be better off if we expunged the term "business" from our vocabulary and refocused ourselves on core warfighting capabilities?

- Is the demilitarization of comptrollership having an adverse impact on military financial management as a viable career field?

- Is TOP DOLLAR a relevant exercise given today's employment of forces? Looking at the scenarios, mission constructs, and scoring, have we decided to fight Desert Storm all over again? Do we have twice the people we are likely to have in the more probable scenarios for the new threat environment that emphasizes smaller, rapid reaction, multi-functional forces? The packages are based on OPLAN deliberate planning TPFDDs for regional contingencies that will never occur rather than the "think-fast-do-it-now" crisis planning joint operations scenarios that most accurately characterize probable deployments of financial personnel. Rebuttal?

- What is the appropriate role for military comptrollers in DFAS? Is there life after DFAS?

- We have less people, less funding and an increasing

workload on those of us remaining with work processes that are constantly in flux. How do you keep morale above the disaster level?

- Does anyone really understand reimbursements?

- What happened to all of our pirates, mustangs, risk-takers, and iconoclasts? Have we driven out all of our creative thinkers and become a community of lemmings and herd animals?

- The Unit Cost and DBOF articles are nice undergraduate recitations of basic economics but when is someone going to address the concepts of a market structure or competition that seem to have been conveniently left out of the discourse?

- What does it cost to launch a satellite? How is the comptroller community involved?

- What is "weird money" and what can I do with it? (Nunn-Lugar, Counterdrug, H/CA, HAPEP, Demining, CIF, TCA, etc.)?

- Your most unforgettable boss. Do you remember Conan the Comptroller?

- We are undergoing yet another enlisted career field realignment. When are they going to get it right? If you don't like it, relax. The next is due in 19.2 months.

These are certainly not all inclusive nor representative of everyone's viewpoints. Many may even invoke anger or be considered provocative. The fact that they are even topics of discussion makes them issues. Perceptions, in this case, are the reality to be dealt with. To some, the answers are more important than the questions. But let's not forget how important it is to ask the right questions. **Anthony Jay** once observed that *The uncreative mind can spot the wrong answer but it takes a creative mind to spot the wrong question.*

Just Do It

Remember that your goal in any assignment should be to leave the job and the organization in better shape than when you got there. One of the best ways to do this is by proactively engaging in a constructive written and verbal dialogue on processes and career field improvements in this forum and others. Your voice is important. The best ideas almost always come from those who actually do the real work and rarely from someone navigating a desk in an obscure staff job. Lead from the front and let us know how you would do it...you've got the talent, training, and experience. Share it with all of us.

Don't let the mechanics of the article hold you back. There are plenty of people with a lot of

writing experience willing to help you get your ideas on paper and polished for publication. Write when the idea hits you. Outline your work and fill in the blanks. If you have trouble getting enough background through your chain of command, write me at fjlokey0@hq.pacom.mil and I'll try and point you in the right direction. Once you've gotten your material, it's simply a matter of finding a few minutes to collect your thoughts. This article was written after the kids had gone to bed with **Led Zepplin** in the background, a cup of **Kona** coffee, an "F" key that sticks now and then (I think it's peanut butter in there), scraps of notes from the PDI, and a stack of old *Air Force Comptroller* magazines I regard as closely as old friends.

The tasks in the years ahead are going to make the word "challenge" an understatement. Without participating, as in voting, you are condemning yourselves and your organizations to mediocrity. This is no time to be timid. Ask yourself, where are innovation and creativity to emerge if the institution we serve encourages original thought only to lead it down a quiet little cul-de-sac to be strangled to death? Don't let the disturbing smell in the winds of change blow with impunity. Put word to paper and let's get on with the free exchange of ideas and observations. The system will inevitably be better and so will you. I'm anxiously looking forward to your article in the next issue.



About the Author



Major Lokey is the Director, Office of Programs and Resources, Special Operations Command, Pacific, US Pacific Command, Camp H.M. Smith, Hawaii. He has held a variety of staff positions in budget, accounting & finance, cost and systems analysis at several MAJCOMs, Air Staff, and joint duty assignments. He holds Masters degrees in Political Science from Auburn University and in Economics from the University of Oklahoma. He is a member of the Aloha Chapter of ASMC.

The Budget Process

by Colonel David E. Price

The Basics In One Short Lesson

...budgeting is concerned with translating financial resources into human purposes. A budget, therefore, may also be characterized as a series of goals with a price tag attached.¹

This definition is accurate, but far too simple to capture the reality of the Federal budget process. The Federal budget is more than a list of "goals with a price tag." It is an entire process for defining government goals, building programs to accomplish those goals, determining program cost, and establishing overall priorities to live within the government's limited resources. Perhaps most important, the budget process is a critical bridge between the Executive and Legislative branches of government.

In the Constitution, the power to levy taxes and appropriate funds is specifically given to the Congress. This *power of the purse* allows Congress to exercise control over government programs. While it is true that the Federal budget begins and ends in the hands of executive agencies, it is the Congress that establishes the rules for preparing the budget, authorizes government programs, and appropriates public funds. Therefore, it is the Congress that ultimately controls the process. This article looks at the Federal budget process, how a specific executive department—the Department of Defense (DoD)—develops its budget, and how the Congress exercises its power of the purse to control defense programs and spending.

Budget Formulation

The PPBS process is designed not only to prepare a budget for submission to Congress, but also as the principal mechanism through which the Department of Defense prepares its own internal, long-term financial plan.²

The Federal budget begins in executive departments and agencies. Each department has its own process for developing its programs and budget. Within the DoD, the overall budget formulation process is called the Planning, Programming, and Budgeting System (PPBS). The PPBS process is the DoD's tool for force planning, and ultimately produces the Defense budget for submission to Congress. The biennial PPBS cycle takes about 18 months to complete. Process outputs are captured in the DoD's six-year planning database known as the Future Years Defense Plan (FYDP).

In the first phase of the PPBS process, the Office of the Secretary of Defense (OSD) works with the Joint Chiefs of Staff and the Services to assess the international environment and identify specific national security threats. Then based on the Administration's overall national security strategy, the OSD issues specific Defense Planning Guidance (DPG) to the military services and defense agencies. Services use the

DPG as the foundation for their own long-term planning and near-term programming decisions.

Here is where the second phase of the PPBS process begins. Programming is the process of developing the required force structure needed to support the DPG within the Administration's directed fiscal constraints. The outcome of this process is a Program Objective Memorandum (POM) issued by each military service. The POMs are reviewed by the Defense Resources Board (DRB). The DRB is made up of top DoD leaders, and is chaired by the Deputy Secretary of Defense. Based on the recommendations of the DRB, the Secretary of Defense approves or alters service POMs with Program Decision Memorandum (PDM). The result is the approved DoD program.

The final phase of the PPBS process is designed to update the cost estimates for the approved program, and prepare the documentation necessary to justify the program request. Based on their approved program each service prepares a Budget Estimate Submission (BES). The purpose of the BES is to ensure that requested funds are sufficient to cover each element of the approved program. The BES is then sent to OSD as the final Service budget. OSD works closely with the Office of Management and Budget (OMB) to review the Service budgets. After holding hearings on selected programs from the Service budgets, OSD issues Program Budget Decisions (PBDs). The PBDs approve the Service budgets with specific programmatic and/or funding changes. Then based on PBD direction, the Services prepare the required budget documentation, and submit the total package to OMB as the DoD input to the President's Budget.

Because the OMB is directly involved in the DoD budget process, they do not conduct a separate review of the DoD

budget. However, OMB does conduct separate budget hearings on selected programs from most other Federal departments and agencies. Based on these hearings, OMB often directs specific programmatic and/or funding changes prior to approving department budgets for inclusion in the overall President's Budget. After OMB has finished its review of all department submissions, the President submits the complete Federal budget to the Congress.

Budget Enactment

The process through which the President's budget is acted upon, with its authorization and appropriation bills, preceded by a concurrent budget resolution in both Houses which sets budget limits, is called the Congressional budget process.³

Both the Senate and House of Representatives follow the schedule established by the Congressional Budget Act of 1974 as amended by the Balanced Budget and Emergency Deficit Reduction Act of 1985 (also known as the Gramm Rudman-Hollings Act), the Balanced Budget and Emergency Deficit Control Reaffirmation Act of 1987 (also known as GRH-2), and the Budget Enforcement Act which was part of the Omnibus Budget Reconciliation Act of 1990.

Congress begins the legislative process with a Concurrent Budget Resolution (CBR). The CBR is required by the Congressional Budget Act of 1974, and is designed to set national budget priorities at a macro level by establishing revenue and spending targets. Both the Senate and House have Budget Committees created specifically to prepare the CBR. Both Budget Committees hold hearings and report their recommendations to their full chambers for action. The

Senate and House must work together to complete the CBR by 15 April as required by law. Once a CBR is passed, Congress proceeds with authorization and appropriation on dual tracks.

Authorization acts establish government programs, define their scope, and recommend funding levels. They follow the normal legislative process, beginning when elements of the President's Budget are referred to the appropriate committees—the Senate Armed Services Committee and House National Security Committee are generally responsible for reviewing national defense requirements. Authorizing committees and their subcommittees hold whatever hearings the members need to adequately review budget programs within their area of legislative responsibility. Following the hearings, the committees do a line-item *mark-up* of the budget, and then report authorization bills to their respective chamber for floor action. Both the Senate and House debate and vote on the bills reported to the floor by the various authorizing committees. If there are differences between the Senate and House versions of an authorization bill they are resolved in a *conference committee* that has members appointed from both bodies. The conference committee produces a single version of a given bill. The agreed-upon version is then returned to both chambers for final floor debate and passage.

Appropriation bills provide the legal authority to cite public funds to support authorized government programs. Unlike the authorization process in which a number of committees programmatically review elements of the President's Budget, each chamber has only one appropriations committee. Therefore, much of the appropriation work is done at the subcommittee level. Appropriation subcommittees in both the Senate and House conduct hearings and do

line-item mark-ups. This leads to a full committee mark-up, and ultimately, the reporting of 13 specific appropriation bills (one of which is for the DoD) to the Senate and House for floor action. From this point, the appropriation process follows the same legislative route as an authorization bill—initial floor debate and vote, usually leading to a conference committee, and then final passage of a single appropriation bill by both Senate and House.

Once passed, authorization and appropriation bills are sent to the President. When the President signs a bill its provisions are added to the body of public law. If the President vetoes a bill, it is returned to the Congress. Congress can override the veto with a two-thirds vote in both the Senate and House, or may choose to rework the legislation and resubmit it to the President. If Congress is unable to override the veto or reach a compromise with the President regarding a bill's contentious provisions, it does not become law. In the case of an authorization or appropriation bill, this may require some elements of the government to shut down. Clearly this creates a strong incentive for the President and Congress to come to agreement on all authorization and appropriation bills.

Budget Execution

Before performing any government work, an agency first must have appropriate and sufficient budget authority (BA). To be used legally, the BA must be from the right appropriation...The correct fiscal year must be cited...And, the BA must be sufficient to cover the obligation.⁴

Once the Congress has passed the necessary authorization and appropriation acts, and they have

been signed, the budget execution process begins. A Congressional appropriation provides specific BA to government agencies. Appropriated funds are made available to individual government agencies in two steps. First, the Treasury Department issues an *Appropriation Warrant* that establishes a funded agency account. Second, OMB *apportions* the actual funds. An Apportionment issues BA to a specific agency. It also sets conditions for the use of appropriated funds to ensure that all legal requirements established in the Appropriation Act are met. Once an agency receives its apportionment, the funds can be allocated and suballocated to internal resource management centers. At this point, an executive agency is ready to execute its budget program and funds can be obligations to support authorized programs.

The obligation of public funds is restricted by three specific rules based in law. These three rules are: *Propriety of Funding, Bona Fide Need, and Anti-Deficiency*. The Propriety of Funding rule relates to the "purpose" for which funds are used. This rule requires that public funds be used only for the specific purpose intended by Congress. The Bona Fide Need rule defines the "time" restriction Congress places on an appropriation. It says that all requirements must be funded with an appropriation enacted for obligation in the fiscal year in which the requirement occurs. This means that appropriated funds can only be obligated for bona fide needs of the fiscal year for which a given appropriation was made. The Anti-Deficiency restriction limits the "amount" available for obligation. The Anti-Deficiency Act says that the amount appropriated by Congress for any specific purpose and period may not be exceeded. A funding deficiency occurs when an agency obligates more than Congress appropriated for any

specific program or activity. All three funding rules must be met to legally obligate public funds.

Finally, Congress also provides oversight of Federal agencies during budget execution. In addition to passing laws that require agencies to take specific actions, Congress has a number of nonstatutory methods of controlling government agencies. Congressional resolutions, committee reports, hearings, and other forms of instruction help the Congress direct the actions of executive agencies. Although these directions are not legally binding, they always carry the understanding that they can be written into law if an agency ignores them. This oversight power gives Congress the ability to play an important role in the execution of on-going programs.

Summary

...so much of the day-to-day business in Washington is either happening because of the federal budget, restricted by budget politics, or prevented by budget process rules, that the demand for someone who understands what is going on, how, and why is at an all-time high.⁵

The Federal budget process is a complex business. It requires significant cooperation between the Executive and Legislative branches of government. Even though the Federal budget begins and ends in the Executive branch, the Constitution gives the Legislative branch the power to ultimately control the budget process. Congress has the authority to require a budget submission from executive departments, authorize and oversee government programs, and appropriate public funds.

The budget process begins in Executive departments and agencies where long-range planning is conducted, specific

programs are developed, cost estimates are prepared, and ultimately budgets are produced. In the DoD, this critical process is called PPBS. The output of the PPBS process is the DoD's portion of the President's Budget. OMB is responsible for gathering the entire Federal budget into a single submission that the President sends to the Congress.

After setting specific funding targets, Congress reviews the President's Budget in detail through its committee structure. This leads to consideration of individual authorization and appropriation bills in the Senate and House. Authorization bills establish government programs, define their scope, and recommend funding levels. Appropriations provide the legal authority to cite public funds to

support authorized programs. Once Congress has passed the needed authorization and appropriation acts, they are sent to the President for signature or veto. Because failure to agree on an authorization or appropriation may require part of the government to shut down, both the President and Congress have a strong incentive to come to terms.

Once authorization and appropriation acts are passed and signed, executive departments and agencies, including the DoD, receive their operating funds from OMB. Budget execution is governed by three funding rules derived from public law. Propriety of funding relates to the "purpose" of an obligation. Bona Fide Need defines the "time" restriction place on an appropriation. Anti-

Deficiency limits the "amount" available for obligation. During the budget execution period, Congress continues to provide oversight of on-going programs and activities.

Reading this article will certainly not make you a budget expert. However, it does provide you with a good overview of the Federal budget process, outlines how the DoD develops its budget, highlights how Congress exercises its *power of the purse*, and summarizes the rules for executing programs and activities using public funds. You may not be an expert yet, but at least you now know the basics—and you learned them in only one short lesson.



¹Wildavsky, Aaron. *The New Politics of the Budget Process*. Glenview, IL: Scott, Foreman & Company, 1988, p.2.

²Bemer, Keith and Stephen Dagget. *A Defense Budget Primer*. Washington DC: The Library of Congress, Congressional Research Service, 1993, p. 25.

³Jones, Wilbur D. *Congressional Involvement and Relations*. Fort Belvoir, VA: Defense Systems Management College, 1992, p. 55.

⁴Price, David E. "Color of Money An Acquisition Manager's Guide." *Program Manager*, September-October 1994, p. 52.

⁵Collender, Stanley E. *The Guide to the Federal Budget Fiscal 1997*. Lanham, MD: Rowman & Littlefield, 1996, p. ix.

About the Author



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The CounterDrug Budget— Just Say “Yes”

by Captain Michael W. Volk

Look at the front page of any major US newspaper these days and you will undoubtedly see an article addressing the nation's drug problem. Given the Air Force's key role in helping combat this problem, I will examine the Air Force's counterdrug (CD) operations and how the Financial Management community secures CD funding. Specifically, the article describes Air Force CD operations, how funds are programmed then budgeted, the central transfer account process, and finally closes with a review of some of our past results. First, a brief historical and organizational review is needed.

Historical Overview

Prior to 1989, DoD's only mandated CD missions were military demand reduction (DR) programs. At that time, no centralized CD program or budget existed. CD operations in general were extremely limited. This changed with the passage of the Defense Authorization Act of 1989. The Act specified, in addition to continuing DR programs, DoD would also: (1) Serve as the lead for detection and monitoring of air and maritime transport of illegal drugs into the US; (2) Integrate Federal C³I assets into an effective communications network; and (3) Approve/Fund state Governor's plans for National Guard support to Law Enforcement Agencies (LEAs) interdiction efforts. In 1993, based on national guidance, the Department redirected interdiction efforts from attempting to intercept illegal drugs in the transit zone to attacking the flow of illegal drugs in the source nations of South America. While the assistance to the domestic LEAs continued, interdiction emphasis shifted to supporting South American source nation LEAs.

Organizational Players

National CD efforts touch many different organizations. After Congress and the President, the agency outside the Pentagon with the most influence over Air Force CD operations is the Office of National Drug Control Policy (ONDCP). The ONDCP, headed by the nation's *Drug Czar*, Gen McCaffrey, (USA, Retired), produces *The National Drug Control Strategy*. This document articulates the President's overall goals for combating illegal use and serves as DoD's overarching guidance. Our nation's goal is to *reduce the flow of illegal drugs into the US by encouraging reduction in foreign production, combating international traffickers, and reducing demand at home* as quoted from the President's International Action Plan.

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Within the Pentagon, the Office of the Secretary of Defense Coordinator for Drug Enforcement Policy and Support (OSD/DEP&S) is responsible for all DoD counterdrug policy and funding. Based on ONDCP guidance, OSD/DEP&S develops specific Service guidance. Within Air Force, the offices are the Deputy Assistant Secretary of the Air Force, Reserve Affairs and Counterdrug Policy (SAF/MIR), Deputy Assistant Secretary for Budget, Budget Programs (SAF/FMBP) and the Deputy Chief of Staff for Plans and Operations, Combat Integration (AF/XOFI). SAF/MIR is in charge of all Air Force counterdrug policy, while SAF/FMBP and AF/XOFI are responsible for funding and operational aspects, respectively.

USAF Counterdrug Operations

As explained above, *The National Drug Control Strategy* provides the nation's overall counterdrug strategy. OSD/DEP&S then subdivides the DoD's support into five specific areas: Source Nation (SN), Dismantling Cartels, Detection and Monitoring (D&M), Domestic Law Enforcement Agencies (DLEAs), and Demand Reduction (DR). Air Force operations directly support all but the Dismantling Cartels objective.

DoD's SN efforts include training SN personnel, locating and tracking air, ground, and river targets in the SNs; reconnaissance, intelligence collection and analysis, and support for Country Teams and in-country US LEAs. Air Force assets supporting these areas include Joint Planning and Assessment and Military Training Teams, Ground Mobile Radars (GMRs) (equipped and manned by both active Air Force

and Air National Guard (ANG) forces), AWACS, and KC-135 Tankers. Additional assets used are various ANG reconnaissance platforms and the Caribbean Basin Radar Network (CBRN). Information obtained from both the CBRN and GMR networks is forwarded to the Joint Air Operations Center (JAOC) at Howard AFB PM. The JAOC processes the air picture information and passes it on to the appropriate SN military liaisons for further action.

The Air Force supports D&M goals through intelligence cued operations in the transit zone (the region between the SNs and the US border region). Assets used in these efforts include the Tethered Aerostatus Radar System (TARS) and ANG F-15s/F-16s. Located along the US Southern border and in Puerto Rico, TARS are basically tethered blimps equipped with radars. The system is designed specifically to search for drug traffickers attempting to fly small aircraft across the US southern border. Once a target of interest is located, the balloons, along with the F-15s/F-16s, feed radar information to US LEAs for further actions. The Air Force is not directly involved in *End-Game* operations (i.e., apprehensions or arrests), but provides information making these actions possible.

In addition to the intelligence information described above, the Air Force directly supports DLEAs by providing transportation, training, equipment, and personnel. Examples include manpower augmentation, military working dog teams, and airlift. While manpower is provided primarily from the Air Force Reserve in the form of intelligence analysts, linguists, and civil engineers, the military working dogs teams come from across the Service. The dog teams augment US Border Patrol

and Customs operations. Airlift is provided primarily from HQ AMC. Besides these supply reduction operations, the Air Force CD program also includes several DR operations.

Air Force DR programs focus on military and government civilian employees. This includes drug testing (performed by **Armstrong Labs** and **Northwest Toxicology**) as well as education and training programs. Examples of education programs include videos on the danger and consequences of drug use, the annual Red Ribbon Campaign, and base level guest speakers. These activities form the basis for Air Force CD programming and budgeting.

USAF Counterdrug Funding

Programming & Budgeting

Air Force CD and *regular* funding processes are very similar. Funding is worked in the Program Objective Memorandum (POM), Budget Estimates Submission (BES), and President's Budget (PB), with SAF/FMB as OPR for the PB and BES. The main process differences are the office preparing the POM and the end product. In the CD program, AF/XOFI, vice AF/PE, is the primary OPR for the POM submission. While the end product difference is clear in name, it may not be in meaning. For the *regular* Air Force, the most recent POM product is the *Air Force FY98-03 POM*. The Air Force CD POM's end product is the *Air Force Submission to the OSD/DEP&S FY98-03 POM*. While seemingly a minor difference, the impact to the Air Force financial community can be large. By submitting the Air Force CD inputs straight to OSD/DEP&S, Air Force counterdrug funding is never programmed or budgeted in the

The CounterDrug Budget—Just Say “Yes” (Continued)...

Air Force topline. It does not get prioritized with other Air Force programs or compete as an Air Force requirement. Instead, it is maintained as a single line entry in the USD Comptroller's FYDP database, and passed to the Air Force in the year of execution. Thus, from an Air Force database perspective, until CD funds are transferred from OSD's Central Transfer Account, the program appears unfunded. At the beginning of a fiscal year, MAJCOM financial managers must take actions to continue program execution based on guidance from OSD/DEP&S and SAF/FMBP.

The Central Transfer Account

As explained in *The National Drug Control Strategy, 1996: Program, Resources, and Evaluation*, "...the CD program is funded through a central transfer account with a single budget line that accounts for all associated counterdrug resources, with the exception of active component military personnel costs, military OPTEMPO, and certain National Security Agency and Defense Intelligence Agency program funds. The central transfer account provides flexibility for DoD's Counterdrug Program, and is essential to effectively respond to the dynamic nature of the drug threat." Basically, as the drug traffickers react to our operations, we must have the ability to quickly shift assets and counter their adjustments. Having explained *why* the Central Transfer Account (CTA) exists, the next discussion will examine *how* the CTA functions.

After the Defense Appropriations and Authorization Acts are

One of the most frequently asked CD funding questions I receive is "Why does it take so long for the Air Force to receive its CD funding?" The answer lies in the CTA time requirements.

signed into law, any funds earmarked for the DoD CD program are transferred to OSD/DEP&S's CTA by CD project code. This account is restricted to DoD counterdrug efforts in fighting the flow and consumption of illicit drugs. OSD/DEP&S, in turn, assigns the funding to Service specific project codes (based on Service PB submissions) by reprogramming it into the Service's appropriations. One of the most frequently asked CD funding questions I receive is *Why does it take so long for the Air Force to receive its CD funding?* The answer lies in the CTA time process.

Air Force usually receives both a Budget Authority document from USD(C) and a warrant from Treasury within 15 to 20 days of Defense Appropriation Act passage. At the same time, CD funding is *processing* through the CTA in order to assure proper allocation of funds. Specifically, this *processing* includes the following steps: (1) OSD/DEP&S prepares the reprogramming document (**Form 1415**), and forwards it to USD(C), (2) USD(C) staffs the reprogram-

ming action both internally and with the Office of the General Council, (3) USD(C) approves the document and forwards it to the Office of Management and Budget (OMB), ONDCP, and the military departments, (4) based on the reprogramming document, OMB issues apportionment documents to USD(C), and (5) USD(C) passes funding documents to the individual Services. While this procedure is time consuming, what is lost in processing time is gained in program flexibility.

Once CD funding is received by the Air Force, it is issued to the MAJCOMs with an A-40 limitation. This legal limitation is a floor for CD funding—it cannot be used for any other purpose. All CD funding is also tracked using **ESP Code MA**. Additionally, SAF/FMBP provides each MAJCOM CD funds manager a project code breakout of the A-40 funds they receive on their Budget Authority documents issued by SAF/FMBO and SAF/FMBI. Thus, not only is the Air Force restricted to using these funds for only CD purposes, it must also fund specific project codes. For example, PC4110 funding may only be used to support the TARS program while PC4207 funding can only be used to support the CBRN program. DEPSECDEF directed that prior approval from OSD/DEP&S is required to realign CD funds from one PC to another. So, given these restrictions, how have we done managing the CD program?

Past Results

Over the past few years, results are mixed. On the positive

side, in FY96, we obligated approximately \$98M of our \$98.5M O&M CD program or around 99.5%. Additionally, all FY94 3080 funding and most of the FY95 3080 funding was obligated as planned. We funded the following long standing unfunded requirements: (1) Advanced Sleeper Modules for use at the SOUTHCOM CMR detachments, (2) Night Vision Goggles for the Air Force Reserve, and (3) critical CBRN and TARS high failure, spare parts. The counterdrug program also hired over 35 civilian DR coordinators, and significantly improved the equipment and abilities of the Air Force DR program as a whole. Yet, we ended the year with at least two areas (obligation rates and workyear utilization) needing improvement.

First, for the past several years, the CD program obligated very slowly. While funds were eventually obligated, the critical

nature of these programs demands timely execution. As a result ongoing CD programs cannot be suspended until the Central Transfer occurs and must be initially supported by the Air Force. In order to assure this continues to happen, SAF/FMBP advises the MAJCOMs of their anticipated CD funding before the fiscal year begins.

The second problem is more a personnel than a financial issue. For several years, the Air Force consistently underexecuted its CD civilian workyear program. Historically, the Air Force civilian workyear authorizations increased during the year of execution for CD positions. As you know, it's difficult to execute a full workyear, without overhires, if you do not have employees on board by 1 October. The primary cause for this underexecution of the Air Force CD position was the extremely long hiring process for

civilian demand reduction coordinators. Increased Air Force DR guidance and hiring actions taken in FY96, will prevent this problem from occurring in FY97.

Conclusions

The Air Force continues to play a vital role in supporting the DoD CD effort. From its early demand reduction efforts to its current source nation and transit zone operations, the Air Force operations continue to counter the tactics of narco-traffickers. Through the CTA and close cooperation with OSD/DEP&S, the Air Force financial community supports these efforts, assuring sufficient resources are available throughout the year. And although operational changes will continue to challenge the Air Force, recent accomplishments bode well for the future.



About the Author



Capt Michael Volk is currently assigned to the Budget Programs division under the Deputy Assistant Secretary for Budget in the Pentagon. As the sole Secretariat focal point for all counterdrug funding actions, Capt Volk directly manages the Air Force's \$130M CD budget. He has been in his current job since September 1995. Prior assignments include serving as a weapons systems cost analyst at the Air Force Cost Analysis Agency from September 1993 to September 1995 and as the Financial Analysis Officer at Beale AFB CA from January 1990 to September 1993. He is a member of the Washington DC Chapter of ASMC.

Acquisition Reform

by Lt Colonel John Bowen

A New

Way of

Doing

Business

Better, faster, cheaper—these three words apply to new contracting efforts in **Air Force Materiel Command (AFMC)**. They represent what the Air Force needs to do with its business process to buy and upgrade weapon systems. The purpose of this article is to give you some general ideas about **acquisition reform** in our Department of Defense (**DoD**) and Air Force. These ideas are important for financial managers. Think about it—every major acquisition involves at least a financial manager and a contracting officer. With more and more integrated product teams (**IPTs**) working to put new buys on contract, all team members, including financial managers, can find themselves addressing a full range of acquisition issues.

Acquisition reform is not new, and many program offices have a great understanding of the new process. However, some people in labs, system program offices, and air logistics centers may not yet have worked through the streamlined contracting process. They may be in a phase of their current program with no new contracting requirements. As a program evolves or as people move to different programs at their center, everybody will have to understand acquisition reform.

Here's a chronology of recent acquisition reform initiatives. In 1993, the DoD created a position for an **Under Secretary of Defense for Acquisition Reform**. Colleen A. Preston fills this position. In 1994, Dr William Perry, **Secretary of Defense**, challenged the methods used to do business and results are being implemented today. At the Air Force level, the **Assistant Secretary of the Air Force for Acquisition (Acting)**, Mrs Darleen Druyun (**SAF/AQ**), announced the initial Lightning Bolt initiatives in May 1995. Congress has passed the *Federal Acquisition Streamlining Act of 1994* and the *Federal Acquisition Reform Act of 1995*. So you can see, both the DoD leadership and Congress have been behind acquisition reform for several years.

The old acquisition system needed to change. That system had evolved with many layers of legislation, regulation, and even folklore. Many additions or changes to these laws and regulations came about to "fix" problems. In reality, these changes constrained program managers who were tasked to buy weapon systems and precluded innovation to do things better, faster, and cheaper.

The old system placed many requirements on both the government and the defense industry. Commercial practices found in nongovernment commerce do not have the same requirements. These old requirements were not free because they used human resources and consumed program funding. Also, they did not contribute to our ultimate goal of giving the warfighters improved combat capabilities at the best dollar value over the life of the product. Change is now underway.

Here are some acquisition reform ideas that have been used to reduce costs, reduce cycle time, improve insight, and eliminate barriers between the military and the commercial business world. Each idea does not necessarily apply to each acquisition, but think about the idea and your old way of doing business.

Overarching Integrated Product Team (OIPT)

In May 1995, Secretary Perry changed the process used by the DoD to review and approve acquisition milestones. He now requires all Services to use an integrated product team (IPT) concept for oversight and review. In the past, a system program office briefed an acquisition approach up a pyramid of decision makers and each level frequently modified or rejected the approach. Such a review was frustrating and usually required a good amount of rework. Of course, each rework extended the timeline to get to the ultimate contract award.

The purpose of Secretary Perry's OIPT is to facilitate decision making by taking advantage of the team members' expertise and produce an acceptable product without rework and in a reasonable amount of time. An OIPT can meet at any time during a program. All issues and concerns should be resolved at the lowest possible level, and whenever this is not possible, the OIPT needs to take the issue to the appropriate level. The OIPT for the highest priority acquisition programs are led by an Office of the Secretary of Defense official and will include the program manager, program executive officer, and staff representatives.

A key document used by the members of the OIPT to

understand and focus on an acquisition program is the single acquisition management plan (SAMP).

Single Acquisition Management Plan

The purpose of a single acquisition management plan is to provide a single, concise, comprehensive, integrated document. Your SAMP will describe all the relevant issues, specific needs, and approaches for your program. This document will serve as the source material for program approval through the OIPT for the acquisition phases.

A cross-functional team should collaborate to prepare a SAMP. The process used to prepare the document is more important than the document itself. All stakeholder organizations must be active participants in the process. A SAMP is mandatory on selected programs, but can be used on other programs as well.

On the last program you worked to put on contract, many different Air Force people wrote the following separate plans: Acquisition Plan, Acquisition Program Baseline, Integrated Logistics Support Plan, Justification and Approval, Program Life Cycle Cost Estimate Summary, Risk Assessment, Test and Evaluation Master Plan, Cost and Operational Effectiveness Analysis, Mission Need Statement, and the Operational Requirements Document, just to name a few.

A separate office, independent of other offices working on the same program, probably prepared each plan. Also, each plan had its own preamble, program background, and other generic literature. Now with the SAMP, you can eliminate the duplicate background information. The core information from each of

the above plans will be in the SAMP. Also, the collaborative effort should help all team members focus on the end objective. You can update any part of your SAMP as necessary. Other parts might remain current for several years.

Statement of Objectives (SOO) and Statement of Work (SOW)

In the past, how many hours did a government employee spend writing a SOW to tell the contractor how to do a job? Nowadays, we do not write a SOW, we write a SOO and the contractor writes the SOW. The program SOO should provide the basic, top-level objectives of the acquisition. We provide it in the request for proposal (RFP). The SOO might be as short as a few pages versus a several hundred-page SOW.

Although the SOO is a part of the RFP, it does not normally become part of the contract. The SOW still becomes part of the contract. The SOO should be compatible with the mission need statement, operational requirements document, the program management directive, single acquisition management plan, and the draft work breakdown structure. The SOO should address product-oriented goals rather than performance requirements.

Offerors then use the SOO to develop the SOW, the contract work breakdown structure, the integrated master plan, and other documents to support and define the contractor's proposed effort. Keep the SOO clear, concise, and provide potential offerors with enough information and detail to structure a sound program, designed to be executable and satisfy your IPT's objectives.

This approach provides potential offerors the flexibility to

Acquisition Reform (Continued)...

develop cost effective solutions and the opportunity to propose innovative alternatives to meet your program objectives. There is another benefit from having the offeror write the SOW. People on source selection teams have an opportunity to assess the offeror's understanding of all aspects of the effort to be performed.

A SOO might not be appropriate for all items the Air Force puts on contract. For example, one air logistics center uses a Work Description Document in place of a SOO to let a potential contractor know the nature of work required in a repair contract.

Integrated Master Plan (IMP) and Integrated MasterSchedule (IMS)

An IMP is an event-driven plan. Since it is event driven, it does not contain calendar information. An IMP is not simply a collection of all the functional plans, but it is an integrated approach to complete the project. This plan documents the significant accomplishments necessary to complete the tasks the contractor put in the SOW. Also, the contractor provides criteria for each significant event to help you determine whether the contractor successfully completed each event. Your contract normally incorporates the IMP.

An IMS is a detailed, time-dependent, networked, task-oriented schedule of the effort required to accomplish the complete program and its relationship to the events, and exit criteria identified in the IMP. Limit your initial draft IMS to major milestones directed by your requirements document or

program management document. The offerors' proposals, however, should include a lower level of detail to reflect the specific tasks and activities required to develop and produce the system. The IMS is not normally part of the contract, but is updated periodically by data submittal.

Military Specifications and Standards

In 1994, the Deputy Under Secretary of Defense (Acquisition Reform) presented Secretary Perry with recommendations to use performance and commercial specifications and standards. Secretary Perry approved the recommendations and gave us a new way of doing business. This ended years of citing unlimited lists of "Military Specifications and Standards" on every acquisition contract. Also, this broke the tradition of copying military specifications and standards from one contract and placing them in successor contracts. Basically, Secretary Perry's actions caused us to state requirements in terms of performance rather than *how to manage or design*.

You should use performance specifications to buy new systems, make major modifications or upgrades to current systems, and to purchase nondevelopmental and commercial items. This should help reduce acquisition cycle time. Military specifications and standards are expensive requirements and the Defense Department has already canceled many. This list of canceled documents includes Corrective Action and Disposition System, Technical Reviews and Audits, Configuration Control, and Engineering Management. As

recent as 1993, the Air Force was responsible for almost 7,000 standardized documents. Through an aggressive process, the Air Force has reviewed and canceled over 4,000 of these documents.

If you cannot use a performance specification, then use a nongovernment standard. However, when you have a situation where there is no nongovernment standard (possibly in the nuclear weapons business), get a waiver. Obtain the waiver from the person who gives you your milestone decisions, and then use the military specification or standard. Rules for waivers vary, depending on the acquisition category of your program.

We have used a military standard for work breakdown structures (WBS) for years. Nowadays, refer to this document (MIL-STD-881B), "For guidance only." The intent is to improve program and contract WBS development, to guide the contractor in extending the program WBS, and to avoid past contractual excesses.

You can cite military specifications and standards in RFPs without a waiver for items already in the inventory, such as spares. However, the program manager can work with the contractor to eliminate unnecessary military specifications and standards. Base your decision to eliminate military specifications and standards on anticipated savings over the life cycle of the system.

An offeror has the right to propose to use military specifications and standards. This is acceptable because the Air Force has let the contractor state the solution to meeting the SOO rather than the Air Force telling the contractor *how to do a task*.

The Contract Data Requirements List (CDRL)

When a contract required a contractor to deliver data to the Air Force, you prepared a CDRL. Each data item on a CDRL bore a cost. Have you ever asked for a data item because your predecessor asked for the same or similar data? Then once the data requirement was on contract and delivered to you, did you then actually use the data? Sometimes we asked for data, the contractor sold it to us, and we never really had a need for it.

One acquisition reform initiative from SAF/AQ asks us to significantly reduce the number of data items in a request for proposal. Before you ask for data, decide if you can justify your request. What decision will you not be able to make if you do not buy the data? Who is asking for the data and will that person read it and use it? Also, you might ask the contractors if they use the same information. If they don't need the data to manage their end of the program, why do you need it to manage your end?

Past Performance

Another initiative from SAF/AQ requires a source selection authority to consider the past performance of the offerors who compete for the Air Force's business. Basically, a source selection authority has always given a hard look at an offeror's proposed approach and associated risk. Now, the Air Force

will give equal weight to the past performance of a contractor whenever you expect the value of the contract to exceed \$100,000. Looking at past performance is really another risk assessment—the risk the offeror will perform as proposed.

With a past performance valuation mandatory for all contract actions over \$100,000, you will have a challenge. How do you provide an assessment if you are dealing with a new company (a merger, for example) or a company new to government contracting? Even new companies have a management team. Individuals who are on that team will have a personal performance reputation from past jobs. If you have a new company that resulted from a merger, look at the reputation of the two prior companies. The Air Force can also evaluate any commercial work if there is no government track record. Finally, if there is no performance history available, you should give a neutral rating to the contractor.

In the past, we looked at the system we wanted to buy. Today, we look at a company to see if they are able to produce that system. Did the company have success or failure in the past? The focus of the source selection has changed from the system to the provider.

Sources of Information

There are several ways to get current and learn about other initiatives in acquisition reform. Each product and air logistics center

has a Request for Proposal Support Organization. Contact this team and they will answer any of your questions or point you in the right direction. The World Wide Web provides several opportunities to share information. For example, current events and the status of acquisition reform issues are regularly updated on the **SAF/AQ Home Page**. Also, on the same page, you can ask questions and receive a written answer. You can also see everybody else's questions and the SAF/AQ answer. Your question has probably already been answered. Read the new **DoD 5000** series on acquisition. This new acquisition guidance was signed in early 1996 and is available on the World Wide Web.

Conclusion

Acquisition reform is changing the DoD and Air Force ways of doing business. We can no longer buy and upgrade weapon systems with the cumbersome bureaucratic process we used in the past. Everybody on your team needs to be familiar with the changes our leaders are making. Each idea presented in this article will not apply to all programs, but some of them may apply to your program. Remember, if your acquisition and sustainment process isn't doing something better, faster, or cheaper, you now have the opportunity to introduce acquisition reform and make significant changes to your organization.



About the Author

Lieutenant Colonel John Bowen is a member of the HQ AFMC Centralized Request For Proposal Support Team at Wright-Patterson AFB OH. The Centralized RFP Support Team was formed in 1995 to implement the first Air Force acquisition reform initiative: "Establish a team to scrub all Air Force RFPs, contract options, and contract modifications over \$10 million." In May 1996, Dr Perry presented the David Packard Excellence in Acquisition Award to this team.

Col Bowen has had several acquisition financial management assignments. He has worked in HQ Air Force Systems Command, the F-16 System Program Office, the Low Altitude Navigation and Targeting Infrared for Night (LANTIRN) System Program Office, and the Programs & Budget Division for Aeronautical Systems Center. His O&M experience includes assignments in Texas, Maryland, Germany, and Thailand. Also, he was the first commander for the 49th Comptroller Squadron at Holloman AFB NM. Col Bowen is a certified public accountant in Ohio.

Proportional Rate Per Diem

by Lieutenant Colonel Jack R. White

Why did it evolve?

What is it?

How does it work?

Who does it apply to?

This article is designed to answer questions such as these.

About the Author

Lt Col Jack R. White is Chief, Accounting & Finance Division, AF/RECA, at the Pentagon. He is a member of the Washington DC Chapter of ASMC.

The Evolution of PPD. PPD began as a dining hall surcharge issue. In 1995, DoD was working on eliminating the surcharge collected from TDY personnel when eating in government dining facilities. It was confusing for dining hall personnel to collect one rate for permanent party personnel and another rate for TDY personnel. TDY personnel were charged a 280% surcharge. As a result, DoD wanted to eliminate the surcharge and begin collecting one rate for all personnel. The Air Force objected. This change would reverse previous efforts by the Air Force to provide some equality in TDY per diem rates among officers and enlisted. This would occur because of the linkage between the surcharge and per diem rates.

Per diem rates are linked to the availability of meals on a military installation. When meals are available on a base, the per diem rate is adjusted to the amount it costs to purchase those meals. If the minimum basic rate is charged for the meals, the per diem is reduced to this minimum amount. Unfortunately, most dining facilities were only open for enlisted personnel and as a result officers received a much higher rate of per diem than enlisted personnel while TDY at the same installation. In an effort to equalize the payments between officers and enlisted, the dining hall surcharge was created. By charging TDY personnel more for meals, the per diem rates increased. However, this caused confusion for dining hall personnel and if TDY personnel didn't indicate they were TDY, they would "pocket" a large part of their per diem, thus committing fraud. DoD chose to eliminate the surcharge and remove this confusion in the dining hall. While it would resolve collection problems in the dining facilities, it would lower per diem rates and reverse the efforts to equalize these rates. This would be conceived as a loss in benefits for enlisted personnel.

At the same time this was going on, another DoD effort to simplify the TDY process was underway—Travel Reengineering. So the challenge emerged to: (1) eliminate the surcharge in the dining facilities, (2) maintain per diem equality, and (3) keep it simple. Indeed a tall order! The result was PPD.

What is it? PPD is a per diem rate that is an average rate between the full per diem rate at a location and the government daily meal rate (\$7.00). This rate varies by TDY locations and is simple to compute. The dining hall surcharge was not totally eliminated but was significantly reduced from 280% to 30% and is now charged to all personnel—permanent party or TDY. In addition, the policy was changed to open the dining facilities to all TDY personnel—officers, enlisted, and civilians.

How does it work? Under the concept of operations for DoD Travel Reengineering, the Approving Official (AO) determines what per diem to authorize TDY travelers based on what meals are available at government dining facilities and the requirements of the mission. The AO now has 3 options. The first option is to direct all meals if they all are available and the TDY mission allows the traveler to eat all these meals in the government dining facility. Meal availability is determined by reviewing AFPAM 34-602 or accessing the per diem committee's home page (<http://www.dtic.mil/perdiem>). The second option is to direct proportional rate per diem if only some (1 or 2) meals are available and/or the mission only allows some meals

to be consumed each day. The third option is to direct no meals and pay the full per diem rate. Following is an example:

Example: TDY to Andrews AFB MD all meals are available, per diem rate is \$38/day; \$36 for meals + \$2 incidental expenses (IE):

Option 1: All meals directed.
Payment = [Basic government rate (\$7.00) + IE (\$2.00)] = \$9.00

Option 2: Some meals directed.
Payment = [Basic government rate (\$7.00) + per diem meal rate (\$36.00)] / 2 + IE (\$2.00) = [\$7+\$36] / 2 + \$2 = \$24.00 (rounded).

Option 3: No meals directed.
Payment = Per diem rate = \$38.00

Who does it apply to? First, it applies only to military personnel in most cases. Civilian employees can not be "directed" to eat in the dining facilities. However, if they choose to

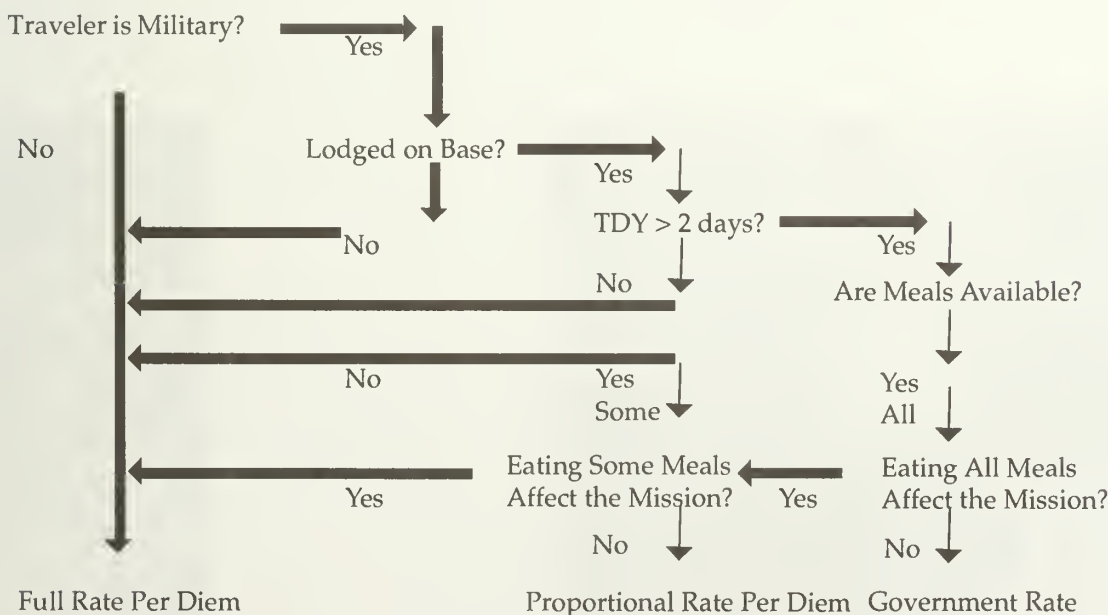
eat in government dining facilities, they must report meals consumed on their travel vouchers and their per diem rate will be adjusted accordingly proportional rate for 1 or 2 meals or basic rate for 3 meals). Second, it applies only when going TDY to a military installation and lodged on base. A traveler staying off base cannot be directed to eat on base. Third, it applies only to stationary TDY (non travel) days. Travelers are paid 75% of the per diem rate on travel days, regardless of the availability of meals.

There are a few exceptions to these rules. If circumstances change at the TDY and meals are not available as directed or the TDY mission doesn't allow the traveler to eat in the dining hall, the AO has the authority to raise the per diem rate for the entire period or for individual days. The AO, on the other hand, does not have the authority to lower the per diem rate. Once proportional or full per diem

is directed, it is not to be lowered for military personnel if they eat more meals than directed by the per diem rate. The per diem rate for civilians, on the other hand, may be lowered if they voluntarily eat in the dining hall as discussed above. This is because civilian employees are not "directed" to eat any meals in the dining hall. Another exception occurs if meals are provided free of charge (part of conference fee... etc.), the per diem rate is reduced if more meals are provided than the per diem rate allows. This applies to both military and civilians. These free meals should be annotated in the remarks section of the TDY orders if known in advance (Example: Conference fee of \$200 includes 3 lunches and 1 dinner).

The following decision tree is designed to show how the AO should make the determination of what to authorize in the TDY orders based on the rules as indicated above:

Decision Tree to Approving Officials*



***EXCEPTION:** If meals are provided free (part of a conference fee, etc.) to the traveler (military or civilian), then the following is paid for those days (unless the government rate is already designated):

Number of Meals Provided
1 or 2
3

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DoD Travel Reengineering



Lt Col Pyant of the Bolling team accepts award.

The DoD is engaged in a huge effort to reengineer its travel processes. The effort is aimed at reducing administrative costs by streamlining procedures, and simplifying the contract for Defense Travel Regulation. Grand Forks, Ellsworth, Minot, Bases, along with other Defense Bases, awarded in 1998.

Part of the reengineering effort is the "pilot" sites across the DoD. The kinds of software and streamlining pilot bases include Bolling, Dover, Randolph. To gather lessons learned from site activities, the DoD's Reengineering (RTTO) hosted a conference on VA. The conference ended with the pilots were recognized for their efforts.



Lt Col Penta of the Dover team accepts award.



Lt Col Tye of the Langley team accepts award.

g Pilot Team Recognition

project to reengineer the travel
improving customer service and
outsourcing much of the process,
simplifying regulations. The
6, which will include Offutt,
Hiteman, and Scott Air Force
activities in the Midwest, will be

already taking place at many
pilot sites are testing various
procedures and rules. Air Force
Langley, Peterson, and
and compare notes on pilot
ring Travel Transition Office
3 October 1996 in Chantilly
awards luncheon where each of
hard work and leadership.



Lt Col Slate of the Peterson team accepts award.



Team accepts award.



Lt Col Beatty of the Randolph team accepts the award.

Streamlining a Cost Analysis Process

by Mr Richard Hartley

Streamlining! Acquisition Reform! IPTs! Tailoring! These are the hot topics in today's Department of Defense (DoD) environment—an environment that is currently experiencing some of the greatest changes ever. Downsizing and budget cuts, along with many of the reform initiatives that have come out of Vice President Al Gore's National Performance Report, have caused the DoD to take a hard look at improving many of the systems and processes that have been put in place over the years.

Within the Air Force, the acquisition community has taken great strides toward institutionalizing acquisition reform. SAF/AQ's Lightning Bolt Initiatives, including a focus on Integrated Product (or Process) Teams (IPTs) and the implementation of numerous DoD reform initiatives, have contributed greatly toward streamlining the acquisition process. SAF/FMC has also instituted acquisition reform with a new streamlined Air Force Cost Analysis Improvement Group (AFCAIG) milestone review process. This reinvented process, a process far less cumbersome and much more efficient than the former process, continues to produce quality cost estimates for Air Force decision makers.

The Air Force Cost Analysis Improvement Group (AFCAIG)

The AFCAIG was established at the direction of the Secretary of the Air Force for the purpose of evaluating the technical adequacy, validity, and reasonableness of weapon system cost estimates. It is chaired by the Deputy Assistant Secretary of the Air Force (Cost and Economics) and its membership includes key stakeholders from the various functional offices of the Air Force Secretariat and the Air Staff. One of the AFCAIG's primary responsibilities is providing a recommended Service Cost Position (SCP) to the Air Force Integrated Product Team (AF IPT) and the Overarching Integrated Product Team (OIPT) for all Acquisition Category I (ACAT I) programs involved in a major milestone decision. The SCP has traditionally been the product of a complex staff review of the Program Office Estimate (POE) and the Air Force Cost Analysis Agency's (AFCAA) independent estimate, called the Component Cost Analysis (CCA). This regularly involved a great deal of autonomous work, cumbersome procedures, and all too often, late resolution of issues. Conversely, the new process entails a Cost IPT (CIPT) approach focused on teamwork, flexibility, and resolving issues as they arise. The end product is still the best possible Air Force SCP, but the process of developing this end product has improved significantly.

The Old Process

The old AFCAIG process was a very structured process that entailed the execution and accomplishment of a long list of stringent requirements. Numerous meetings, documents, and briefings were

required, many having specific formats and rigid timeliness. The process reflected a February 1992 DoD Inspector General (IG) report emphasizing the need for the services to improve their independent cost estimating process. For ACAT I programs engaged in a major milestone review, the Air Force prepared a full independent estimate (the CCA) of the program's life cycle cost, while the Office of the Secretary of Defense (OSD) CAIG also prepared a full life cycle Independent Cost Estimate (ICE). Furthermore, the Air Force and OSD CAIG often did not interact until late in the process, fact finding trips were frequently conducted separately and, in many cases, data was not shared until the submittal of final documentation. Rarely were issues discussed prior to briefing the Air Force estimate to the OSD CAIG chair. All in all, the process, with numerous rigid requirements and the late introduction of critical cost issues, was far too likely to contribute toward a slip in the Defense Acquisition Executive (DAE) review schedule.

The New Process

Change occurred with the new streamlined AFCAIG milestone review process. In concert with a 28 April 1995 Under Secretary of Defense (Acquisition and Technology) memo (Subject: Reengineering the Acquisition Oversight and Review Process), the new process is centered around the CIPT. The CIPT has one common objective—to develop a quality service cost position which can be used as a baseline for the Milestone Review, funding decisions, and future program management. This is an important point as the CIPTs product is meant to support not only the milestone review process but future program decisions as well.

The CIPT is structured to include all of the key stakeholders; representatives from SAF/FMCC, SAF/FMCE (for Major Automated Information Systems Reviews (MAISRs)), the AFCAA, the SPD, SAF/AQ, the PEO, and OD/PA&E participate. With all of the key organizations involved at the outset, issues are identified early in the process and, consequently, stand a better chance of being resolved without impacting the DAE review. OSD participation is critical. While the OSD CAIG's ICE must be a stand-alone product (per *Section 2434 of Title 10, United States Code*), with active participation on the CIPT, we expect fewer surprises in their report to the OIPT.

In contrast to the rigid process used in the past, the new process is very flexible. Documentation requirements, both in terms of timeline and content, are now suited to the needs of the program. While the program information needed to prepare the cost estimate is still recorded in the Cost Analysis Requirements Description (CARD), the CIPT now works an iterative process to define and produce an adequate, but not superfluous, CARD. By including only information the CIPT needs, unnecessary effort is no longer expended to prepare portions of the CARD that will not be used. Also, by placing emphasis on the early identification and analysis of available information, the new process accounts for the fact that, in a streamlining environment where programs are pursuing aggressive timeliness, a program may not be fully defined, a number of alternatives may exist, or it may not be possible to prepare a *fully costable* CARD the typical 180 days before the DAE review.

Flexibility is also attained by way of a CCA tailored to the program under review. What this means is that the AFCAA's estimate, now called a *tailored* CCA, can range anywhere from the traditional *full-up* independent estimate, to an estimate of only the program's cost and risk drivers. No longer is a full CCA, including the low cost, low risk elements of the program, an absolute requirement. The new

estimate typically addresses only the high cost/high risk or special interest areas of the program. Early in the process, as soon as program cost and technical risk have been identified, the CIPT recommends the extent and scope of the tailored CCA to the AFCAIG chair for approval. Inputs taken into consideration when determining the extent of the estimate include the acquisition phase, program risk and visibility, Congressional interest, dollar magnitude, etc. This tailored estimate yields the flexibility to adjust cost estimating resources to the specific needs of the program.

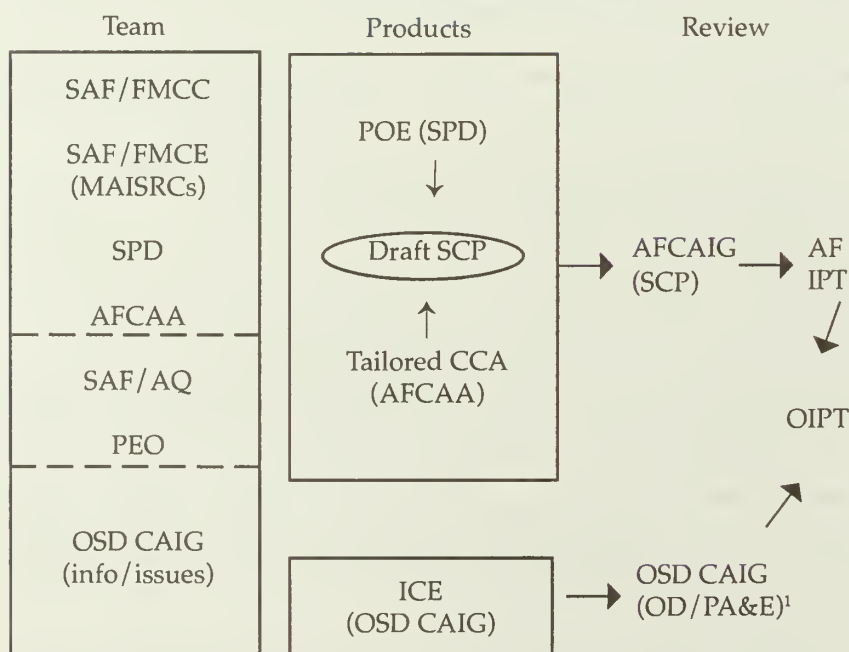
The new process involves fewer formal requirements and meetings. Whereas the old process harbored numerous

requirements along a stringent timeline, such as a CCA plan required 166 days before the DAE review and a mid-term review required 140 days before the DAE review, under the new process, meetings are held as needed, not just to meet the requirements of a structured process. Successful paper AFCAIGs, AF IPTs, and OIPTs with no cost issues are the higher-order goals of the new process. Also, the formal reconciliation process has been streamlined. Instead of conducting a single formal reconciliation of the POE and CCA just prior to the AFCAIG briefing, an incremental reconciliation process is conducted. As portions of the AFCAA estimate and POE are completed, the CIPT attempts to reconcile the estimates for

incorporation into the SCP. Only reconcilable issues that cannot be resolved within the CIPT are raised to the AFCAIG for resolution. This iterative reconciliation process greatly reduces the likelihood of irreconcilable issues late in the game and facilitates incorporating the best methodologies into the SCP before the *pride of ownership* issue comes into play.

The figure below presents a pictorial representation of the new streamlined AFCAIG process. The CIPT begins its work by conducting a kick-off meeting as early as feasible. At the kick-off, the CIPT (1) begins to determine the extent of cost estimating effort required to support the AF IPT milestone review process, (2) develops a preliminary cost estimate timeline, (3) collects

New AFCAIG Process



The box on the left displays the Cost IPT membership. While SAF/AQ and PEO representation is highly recommended, these members primarily act in a supporting role. Note that the OSD CAIG is not responsible for preparation of the SCP, this is an Air Force responsibility. The OSD CAIG is required by statute to develop the stand-alone ICE. However, their participation on the team is highly beneficial as they provide critical information and present important issues to the team while gaining a better understanding of program content and risk. The primary product of the Cost IPT is the SCP. As the box in the center indicates, this product is prepared using the information and analysis of the SPD's POE and AFCAA's tailored CCA. Once completed, the products of the CIPT go through the streamlined review process you see on the right.

¹ The OSD review process for MAISRCs contains no OSD CAIG review and an ICE is not prepared by OSD. Instead, a CCA is prepared by the Service and a review conducted by OD/PA&E (Director, Strategic Strike and Arms Control Programs Division).

available program information, and (4) solicits SPD technical support to identify risk areas. The process ends with the review phase where a SCP is delivered to senior Air Force and OSD leadership.

The goal of the new streamlined AFCAIG process is *building-in* quality up-front as opposed to *inspecting it in* at the end. The process is consistent with today's acquisition streamlining and reform initiatives; it reduces requirements without degrading the quality of the end product. The objective of developing the best

and highest quality Service Cost Position remains. However, the process of getting there is now much more efficient. Furthermore, risk has been reduced. Issues are raised to the AFCAIG and OSD CAIG as they arise, estimates are reconciled early, information and data is shared throughout the process, and the OSD CAIG is involved in the Air Force's review process, including reconciliation and the AFCAIG briefing. With all of the stakeholders involved early in the game, the risk of program slips resulting from cost issues is significantly reduced.

As you can see, the new process provides several major benefits. While retaining the AFCAIG's ability to provide the highest quality cost estimates, it tailors the traditional estimating tasks performed by the SPD, AFCAA, and SAF/FMC. It supplements the decreasing cost estimating resources, maintains an objective estimating capability, and provides a voice for all stakeholders.



About the Author



Mr Richard Hartley is the Chief, Force Structure Costing Division, Director of Cost Analysis, Deputy Assistant Secretary, Cost and Economics (SAF/FMC). He holds a BS in Industrial Engineering from the University of Pittsburgh and a Masters in Business Administration from Syracuse University. He is a member of both Alpha Pi Mu, the industrial engineering honor society and Beta Gamma Sigma, the national honor society for business students. He is a recent graduate of the Army Comptrollership Program and is a Level III Certified Acquisition Professional. Prior assignments include the Chief, Space Systems Division at the Air Force Cost Analysis Agency and the Operation Research Analyst, Cost Analysis Division, Naval Air Systems Command.

Best Author—October Issue

First Place

The Behavior Inventory—Replacement for the FMCP Interview
by Ms Paulette Pinkard

Runner Up

Career Broadening—An Opportunity Waiting
by Mr Kip Wilson





NOTES FROM THE:

Deputy Assistant Secretary, Budget

by Major General George T. Stringer

FY97 National Defense Authorization Act. The FY97 National Defense Authorization Act revised the current provision for the Unspecified Minor Construction (UMC) program, increasing the threshold to \$500K. The UMC program is for unforeseen unbudgeted requirements. In the past, the Military Construction (MILCON) appropriation funded requirements between \$300K and \$1,500K. The Operation and Maintenance (O&M) appropriation funded projects less than \$300K. The Authorization Act also increased the threshold for funding projects with the MILCON appropriation to \$500K.

Financial Information Resource System (FIRST) Update. Participants of the business process modeling sessions completed the detailed "To-Be" model in late August. A special session for representatives from Programs, Operations, and Civil Engineering was held 8-10 October to ensure their requirements were included in the program-budget model. The FIRST Project Management Office (PMO) is reconciling the completed funds management portion of the model with current program-budget model software development activities. A final Air Staff, MAJCOM, and installation program-budget baseline review of the "To-Be" model was held in December. The FIRST PMO will begin defining detailed system requirements for each program-budget business process effort in January 1997. They are asking Air Staff, MAJCOMs, installations, and customers to comment and coordinate on detailed system requirements prior to forwarding them to the software developers. As development concludes on the program-budget modeling, the FIRST PMO is also drafting the implementation strategy for the Phase I-Funds Management business process. Over the next few months, the PMO will update customers on the specifics. In the near future, a screen demonstration of a portion of the Funds Management System will become available on the FIRST Internet home page so people at all levels can begin reviewing the screens

as they are built. We will make additional updates available periodically as software development progresses.

FY96 O&M Close-Out. The FY96 O&M close-out was the most fiscally constrained in recent memory. In fact, our concern was such, we laid in place the **Feed and Forage Act** for on-going contingency operations as a "relief valve." To get to the end game, we used the FY96 Defense Authorization Act provisions allowing DBOF cash to pay for airlift in support of **JOINT ENDEAVOR**. Using DBOF cash freed up \$24M in O&M we could apply to contingency requirements. This, along with your efforts at the MAJCOMs and bases, allowed us to live within appropriated funding levels without impacting readiness. Keeping the Air Force "flying" without additional funding at year end was a great tribute to you, the outstanding people in the FM community.

FY98-99 Budget. By the time you read this, the FY98/99 President's Budget (PB) should be at the printer. Results of this cycle will be available soon through various media. First, a blow-by-blow transaction history is in **ABIDES**. Media conference information as well as our PB highlights will be available after the PB goes to Congress. The PB highlights will again be on the FM Home Page and in "hard copy."

FY97 Anti-Terrorism (AT)/Force Protection (FP). Congress appropriated \$353.3 million to the Department of Defense to accomplish many critical efforts to protect our overseas forces and assets from terrorist attack. Of this amount, the Air Force portion was \$85 million for **DESERT FOCUS** and \$112.2 million to support anti-terrorism requirements (this includes \$54.1 for other intelligence). The remaining \$58.1 million is distributed to the MAJCOMs.



NOTES FROM THE:

Deputy Assistant Secretary, Cost & Economics

by Mr LeRoy T. Baseman



SAF/FM Nonappropriated Fund (NAF) Financial Oversight Responsibilities

The purpose of this article is to explain the responsibilities of SAF/FM NAF oversight personnel. At the direction of the Secretary of the Air Force, SAF/FM assumed responsibility for oversight of the NAF financial management area in FY91. This was implemented at 35 bases that year, with Air Force-wide implementation in FY92. Personnel in the Business Management Division (SAF/FMCEB) of the Economics and Business Management Directorate are the Secretariat OPR for NAF oversight.

Oversight of the \$2B+ Air Force Services corporation is a complex and challenging task. Lt Col Harold Fagan, Mr George Crew, Mr Ken Lescarbeau, and Capt Orietta Vélez are the four individuals in SAF/FMCEB dedicated to this task. They provide leadership to the Air Force NAF oversight program by:

- Providing oversight for the Air Force Services central NAF funds. These include the NAF employee retirement fund, the base capital improvement fund, the NAF self insurance fund, etc., and have a combined value of over \$750M. We review their annual budgets and track execution.

- Analyzing and reporting *corporate* financial trends of consolidated base-level MWR and Lodging funds to the Air Force Finance and Audit Committee of the Air Force MWR Advisory Board. The Advisory Board is chaired by AF/CV, and the Finance and Audit Committee is chaired by SAF/FMB.

- Formulating, interpreting, and updating policy and guidance for all Air Force FM personnel involved in NAF oversight.

- Serving as advisors to SAF/FM on NAF related issues.

- Reviewing and approving or disapproving requests for NAF prior year fund equity adjustments.

- Participating on the NAF Facility Review Panel that reviews all major NAF facility requests before sending them to the Air Force MWR Advisory Board.

- Reviewing and coordinating on all *flagged* NAF funds and activities before identifying them to AF/CV. This includes reviewing *get well* plans and corrective actions already taken for adequacy, and determining any extenuating circumstances, e.g., severe weather, significant deployments, construction delays, etc.

- Conducting annual conferences and workshops for MAJCOM and base FM personnel involved in NAF oversight.

- Determining training requirements for FM NAF oversight personnel.

- Coordinating on all new or revised NAF accounting policy formulated by Air Force Services personnel.

In addition to the above, we work closely with our Air Force Services counterparts in responding to and/or implementing Congressional, DoD, and other *outside* agency NAF-related initiatives.

The SAF/FM NAF oversight function is an integral and important part of the internal control environment in Air Force Services. We are proud of our part in helping them lead the way in DoD in providing *quality of life* services to the military community.





NOTES FROM THE:

Deputy Assistant Secretary, Financial Operations

by Mr John J. Nethery

Federal Generally Accepted Accounting Principles (FEDGAAP). The Federal Accounting Standards Advisory Board (FASAB), established in October 1990, has completed its initial efforts of recommending accounting principles for the Federal government. These principles have been approved by the Secretary of the Treasury, the Director of the Office of Management and Budget (OMB), and the Comptroller General. For the first time, the Federal government has a body of *generally accepted accounting principles* to govern the preparation of financial statements for departments and agencies. In the near future, SAF/FM will be publishing a document explaining FEDGAAP and its impact on Air Force financial management. In the meantime, those of you interested in reviewing these principles and standards, may access them on the internet at <http://www.financenet.gov/under the topic resources>.

IMPAC Reengineering. The reengineering teams sponsored by the Under Secretary of Defense (Comptroller) and Deputy Under Secretary of Defense (Acquisition Reform) published their final report on 30 September 1996. The report makes 58 recommendations, many of which will become OSD policy over the next six months. In the meantime, we are working with SAF/AQC, AF/LGS, and DFAS-DE to update Air Force procedures based, in part, on the OSD report. Members of this team are designing procedures to encourage broader use of IMPAC and to simplify the associated administrative and accounting processes. Comments from the field are being incorporated into the final version of the Air Force guidance.

Once the guidance has been revised, we will begin organizing an effort to evaluate and select an Air Force-wide automated system to facilitate purchase card management, reconciliation, and payment. This effort will involve a team with systems, select a system which best meets Air Force requirements, and develop interfaces to existing accounting systems. The goal is to select a system and begin Air Force-wide implementation by the spring of 1997.

Defense Financial Management System—Air Force (DFMS-AF). The joint DFAS/Air Force effort to replace the aging "BQ" system has gotten underway. This new system is *currently* called the Defense Financial Management System—Air Force. The first DFMS-AF Developmental Team meeting was held on 24 Oct 96 at DFAS-DE Center. The purpose of the meeting was to give all team members a solid DFMS-AF foundation of knowledge. The meeting was designed to be an "informational meeting" vs the normal "problem solving/developmental meeting."

Mr Hale, SAF/FM, opened the meeting stressing the importance of this project and the key role the team will play in developing, informing, and educating MAJCOMs to ensure "buy-in" from all affected functional areas once the

deployment of DFMS-AF is ready to begin. He requested each team member give their best effort and, in turn, pledged his full support.

DFAS-DE personnel described the systems developmental process, the team's role throughout that process, and the current structure of the system—Corps of Engineers Financial Management System (CEFMS) from which DFMS-AF will be developed. Key components and functions were described in just the right amount of detail—not enough to overwhelm, but enough to evoke meaningful questions from the MAJCOM representatives. Team members were encouraged to *think outside the box* in their developmental efforts to ensure they didn't get locked in on status quo. BQ antiquity has long limited process improvements in many areas.

Discussion centered on a functionality not currently available in the current systems—the Work Item Code (WIC). The WIC serves as the *corner stone* for DFMS. This code implements a new resource management concept while offering extreme flexibility to resource and budget managers. The closest comparison to a WIC would be an *ultra-super ESP code* that has a funds control option built in and can be initiated and used by resource managers from the highest level to the lowest level. A WIC has the capability to track and control program spending across all appropriations and FYs—it has few boundaries. However, the negative side of a WIC appears to be the administrative upkeep and data input. The DFAS-DE Team is still in the early stages of studying and testing this code.

Briefings were also given on related systems currently under development—Automated Business Services System (ABSS), Financial Information Resource System (FIRST), and DFMS for DBOF-T (Transportation). Additionally, Budget Accounting Classification Code (BACC) development/implementation was discussed. After the briefings, DFAS-DE Team members gave an actual demonstration of the current version of DFMS that they are evaluating.

DFAS-DE is currently in the process of modeling DFMS and testing how it processes Air Force-type transactions. The next DFMS-AF Team meeting will review the results of these tests. Additionally, the team will meet again in the mid-February timeframe to review the "Concept Design."

As a guideline, the current *tentative* DFMS-AF development schedule is as follows:

Concept Exploration and Definition	Sep 96-Feb 97
Demonstration and Validation	Mar 97-Jan 98
Development	Feb 98-Sep 98
Production and Deployment	Oct 98-Feb 00



NOTES FROM THE:

Auditor General of the Air Force

by Mr Jackie R. Crawford



Readiness and the Role of Internal Audit

Every Air Force function exists to support, either directly or indirectly, combat readiness. Internal audit is no exception. As the Audit Agency charts its future course, our efforts must include a focus on the most important mission issues. This article relates my views on our role in supporting readiness, presents examples of how we provide that support, and discusses challenges associated with this responsibility.

Auditor's Role. Clearly, we do not expect auditors to make judgments on military strategy, tactics, or threat assessments; however, auditors can provide valuable help as Air Force personnel plan, equip, and train for future operations. For example, auditors are specifically trained to compare established criteria to actual conditions or performance. In this instance, auditors can assist commanders in ensuring the appropriate personnel are identified and tasked; personnel are properly trained to accomplish contingency duties; and needed equipment is identified, accounted for, and properly maintained. Since downsizing has reduced some of the personnel that commanders traditionally relied on for these assessments, we believe the audit role is more important today.

New Emphasis on Readiness. We are allocating a greater percentage of our resources to the readiness area. The following examples show this investment is bearing fruit.

- Recently, we reviewed airfield suitability at collocated operating bases (COBs). COBs are host-nation locations where the Air Force plans to beddown forces during wartime and contingency operations. Working with PACAF planners, we determined the planned support for forces deploying to COBs. We then visited the COBs and compared actual support

available to expected support outlined in planning documents. In some cases, the auditors found inconsistencies between expectations and actual conditions. These inconsistencies generated several collaborative efforts between the auditors and PACAF personnel to resolve the problems. The result: better support for our forces during future deployments.

- Similarly, security police personnel asked us to assess the process used to develop the Status of Resources and Training Report (SORTS), a primary source of readiness information. The review identified opportunities for improving the process. Security police personnel promptly acted on our recommendations which will provide more accurate readiness information for senior commanders.

Management Buy-in. When we audit in the readiness area, "buy-in" from Air Force commanders is especially important. We need commanders to understand our role and the value of audit services. Accordingly, frequent contacts with commanders help us focus on the right areas and address the right issues. We will use this valuable interaction to continually refine our audit approach in addressing these key mission areas. Further, we are working closely with management throughout all our projects to improve communications and, when necessary, develop realistic solutions.

Summary. As with every other Air Force element, internal audit must contribute to Air Force readiness. This responsibility presents the challenge of properly defining our role, communicating that role to Air Force leaders, and effectively executing our mission. I am confident we will meet the challenge.





NOTES FROM THE:

Director, Defense Finance and Accounting Service—Denver Center

by Mr John S. Nabil

Debt and Claims Management Consolidation

Individual out-of-service debt and claims management operations will be consolidated at the Denver Center. Mr Richard F. Keevey, DFAS Director, announced the consolidation in May, saying the move would allow the agency to streamline operations, accelerate standardization efforts, and result in resource savings. DFAS estimated that once the function is fully consolidated, the agency will save \$8M annually in operating costs, and so advised the Congress in notifying them that the Office of Management and Budget (OMB) Circular A-76 cost comparison study had been suspended.

The operations performed at four DFAS centers, Cleveland, Denver, Indianapolis, and Kansas City will be consolidated into the Denver Center.

To promote a smooth transition for each DFAS center, DFAS is adopting a phased approach of the workload and work force transfer, which should be completed by June 1, 1997.

Subsequent to the announcement, debt and claims management was under a cost comparison study to identify alternate work processes to create the most efficient organization (MEO). The study was canceled due to an Internal Revenue Service ruling that income tax return information, which is an integral part of the Defense Debt Management System, cannot be released to private contractors.

During the process, considerable time and effort were expended by each DFAS center to identify methods in order to formulate the MEO. While the ruling negated the comparison between the government's MEO and a private contractor's operation, it was determined that the agency could continue to meet its mandate to reduce costs by implementing one of the alternate center MEOs.

These alternatives were creative and some produced significant savings. Thanks to these ideas and process improvements, the MEO can produce high savings in workyears and technology costs.

Implementation of the MEO will streamline operations, accelerate standardization efforts and result in resource savings. The program yields significant staff reductions after full implementation.

Mr Keevey has tasked the Headquarters Finance Deputate, working with the Human Resources and Resource Management Deputates, along with the

affected centers, to develop a transition plan which minimizes the personnel impact of moving to a consolidated operation while maintaining the current level of customer service.

Waivers and Remissions and Correction of Records sections were transferred from Indianapolis, Cleveland, and Kansas City in the fall and winter of 1996. The proposed schedule for consolidation of Out of Service Debt is:

DFAS-IN	January 1, 1997
DFAS-CL	April 1, 1997
DFAS-KC	June 1, 1997

Catch-62

Active duty base pay estimates commonly known as Catch-62, is a program that allows civil service members with prior military service to combine their service time.

Public Law 97-253 dated September 8, 1982, provided Federal employees the opportunity to pay into the Civil Service retirement fund for military service performed after 1956. Catch-62 went into effect in late 1982 on a trial basis in the Debt Section of the Air Force Accounting and Finance Center, now the Denver Center.

Initially four associates computed the base pay estimates from the hard copy of the member's military pay records. The volume of Civil Service employees wanting to combine was so great that Catch-62 soon became a section by itself known as C-62 with four to six associates working full-time. A couple of years later the staff grew to 6 to 8 people in house and 8 to 12 from a contractor.

In the beginning, approximately 3000 to 5000 cases were received per month taking roughly 2 to 2 1/2 hours per case to complete with a backlog sometimes as long as 90 days.

With today's automation three to four cases are completed per hour with no backlog. Turnaround time is one to three days on request received as a telefax, 15 to 30 days on request received through the regular mail system and under 10 days for special priority request with almost no margin for error. Also through computer automation the entire function can be successfully completed by one person.

NOTES FROM THE:

Standard Systems Group




by Mr D. Roger Herndon

It is with pleasure that I write my first article for *The Air Force Comptroller* magazine as Chief, Financial Management and Comptroller Systems Division. My goal is to continue the best possible support to our customers and users. I take the reins of the division during a very exciting time. Consolidation of accounting and finance activities to DFAS Operating Locations (OPLOCs) is approximately 50% complete, and although we have encountered and overcome many formidable tasks, the biggest challenges lay ahead. As our consolidated databases and number of users continue to grow, we are stretching the limits of our software and hardware to provide the level of support needed for the OPLOCs and base level Financial Service Offices (FSOs) to accomplish their jobs. I am confident with the software improvements we are making and new streamlined operating procedures being developed that we can meet the challenge and successfully complete consolidation of the remaining Air Force sites. I would like to take this opportunity to update you on two of our initiatives.

Electronic Distribution of System Advisory Notices (SANs) and Heads Up Messages (HUMs). As new capabilities become available to improve the timeliness and cost effectiveness of current procedures, we plan to take advantage by introducing new technology into our field support process. One area soon coming to fruition is the conversion of SANs and HUMs to Electronic Mail distribution and eliminating to the fullest extent possible the use of the message distribution system. E-mail capabilities available on Defense MegaCenter mainframes now provide the capability for us to distribute SANs, HUMs, and other correspondence electronically to our users worldwide. Generic mailboxes have been established on the mainframes for all base-level users and OPLOCs that utilize our standard applications for automated support. We have notified all of our users and have also provided the option for auto-forwarding of E-mail correspondence from the mainframe to their personal mailboxes, if they currently have local E-mail capability. Auto-forwarding is being automatically established for all OPLOCs as they all use a standard E-mail system. Through coordination with DFAS-DE, generic mailboxes have been established at each OPLOC to receive our correspondence. We will continue to provide copies via the normal message distribution

system for those organizations that do not have access to the Defense MegaCenter E-mail system and do not have local E-mail capability. If you have any questions concerning this effort, please feel free to contact **Mr Bob Wood** or **Ms Pat Benefield** at DSN 596-4191.

We will continue to explore ways to improve our customer and user support levels and take advantage of new capabilities as they become available.

Materiel Systems. An on-going objective of the DFAS-DE and the SSG has been to rework the base level materiel financial accounting systems to take advantage of new technologies and combine functionalities into a single materiel system. This target system is the Standard Materiel Accounting System (SMAS). To date, SMAS includes summary level general ledger reporting for base level Defense Business Operations Fund (DBOF) activities, transaction-based general ledger updates for Air Force's Medical Materiel DBOF, transaction-based general ledger updates for Air Force's Troop Issue DBOF, and transaction-based general ledger updates for base level inventories under the Repairable and Systems Support Divisions of the Air Force DBOF. As functionalities are transferred to SMAS, the old systems are being phased out. For example, the Air Force Stock Fund Reporting System was decommissioned in 1990 and the Medical Materiel Accounting System was decommissioned in 1995. In addition, the inventory accounting functions for SSD were removed from the Automated Materiel Accounting System integrated within the Standard Base Supply System (SBSS-A&F) on 1 Oct 96 when this capability was placed in SMAS. Future plans are for the inventory accounting functions for the General Support Division (GSD) of the DBOF to be transferred from the SBSS-A&F to SMAS on 1 Oct 97. While significant progress has been made to combine all Materiel Accounting functions into a single system, the more difficult tasks are yet to be done. These include the SBSS-A&F customer and DBOF funds control capabilities (PFMR/OCCR and MACR) and the SBSS-A&F accounts receivable and accounts payable functions. We are planning and working these challenges with the logistics communities as they work to replace the current SBSS with a modern and efficient commercial off-the-shelf (COTS) software package as part of the new Global Combat Support System (GCSS). 



NOTES FROM THE:

Comptroller Training Flight

by Major Jeffrey A. Bryan, Commander

The stage has been set for a revolution in Comptroller Training and there is no turning back! By the time FY98 rolls around, the entire face of Comptroller Training will have changed from the familiar pattern of courses known to most of us.

First and possibly foremost, the schoolhouse is committed to delivering a single entry-level enlisted course to replace our existing Financial Management Apprentice (6F031) and Financial Services Apprentice (6F032) courses by 1 Oct 97. While on the surface this merger seems to be fairly simple in terms of training content, its impact on entry-level training may turn out to be significant. For example, instead of receiving a new airman with a specialized education in either management or services, you will now get a graduate with a more generalized knowledge of the entire accounting and finance spectrum. All airmen entering the accounting and finance arena will come in with the same general knowledge of our business. With the downsizing of the past few years, we can no longer afford to produce airman with knowledge in one specialized area.

The Comptroller Training Flight's challenge with entry-level students is to firmly establish a foundation on which supervisors can develop through OJT programs. To build this foundation, our merged course will concentrate more on the processes of our business instead of the memorization of details that seem to get changed every quarter as new guidance comes along. In the end, we think our new airmen will be better equipped to face the challenges ahead and you should find it easier to complete their initial training. More than ever, training is becoming a team approach.

On the officer side, we are also following career field direction to combine our entry-level courses. By 1 Oct 97, our Financial Management Analysis and Financial Services Officer courses merge into a Basic Comptroller Staff Officer course. Just like with our enlisted members, OJT is beginning to play an ever increasing role in the training process. We envision future officer graduates to leave with

a firm grasp of the duties they will face in initial comptroller jobs. As our officers progress in rank and responsibility, the entire career field must be committed to rounding out their training education.

Thanks to all of you who came or sent enlisted Financial Analysis specialists to Sheppard in December. With your effort, we are pressing forward with improvements in all of our enlisted Financial Analysis courses—Financial Analysis Apprentice (3-level), Financial Analysis Journeyman (CDC course for 5-level), and Financial Analysis Journeyman (7-level). The most significant improvements in this career field entry course should come through a renewed emphasis on tasks needed to be mastered of Microbas, a working knowledge of accounting structures, the ability to retrieve and understand accounting information from a variety of sources, etc.

During the remainder of FY97, the Schoolhouse needs your help to make sure our seats are filled in our supplemental classes. Seat allocations and our instructor manning is based solely upon the projections that role up from MAJCOMs each fall. Once these are known, we gear up to teach these classes. Unfortunately, we are finding that many seats are not used when we begin our classes. In the long run, we have scheduled too many classes, have not used our instructors and facilities efficiently, and the Personnel community will be less inclined to support future training requests. Please make a concerted effort to use the seats allocated to your MAJCOMs for the courses you requested.

Our last note about communicating with the Comptroller Training Flight. Our homepage is up and running and can be accessed through the Sheppard AFB page. Simply surf to <http://www.spd.aetc.af.mil/> and cruise over to the 364th Training Squadron page. Hope you find this information helpful.

NOTES FROM THE:

Professional Military Comptroller School



by Major Pamela Singleton

So, you think you're a good communicator. Well, have you ever written a memo and received several calls from addressees asking what you meant? Or even worse, have you given a well rehearsed, *informative* briefing only to be met with blank stares? As financial managers and stewards of public funds, we are often called upon to communicate policy changes and initiatives that effect all areas of financial management throughout the DoD. It is necessary that these communications be both effective and efficient. To help mitigate the above scenarios, PMCS includes an Executive Communication program, designed to promote effective communication in mid-level managers.

Some people question the need to teach communications in a graduate-level course, but studies show that more MBA programs are adding communications to their curriculum. In fact, a recent article in our local newspaper states that educators recognize the growing importance of communication in the information age and are adjusting their course offerings. According to **Paul Argenti**, a professor at the **Amos Tuck School at Dartmouth**, *Survey after survey shows employers rank communications skills high on the list of things they look for in new hires*. **James S. O'Rourke**, an associate professor and director of the **Eugene B. Fanning Center for Business Communication at Notre Dame**, mentioned that, *The very best of this country's schools have both required and elective curricula in management communication*. PMCS recognizes the need to continually reinforce the principles of good communication and, like the best schools in this country, has offered it as part of the curriculum for many years. We do not profess to teach the students to write or speak in just six short weeks, but we do help hone their existing writing and speaking skills, increase their awareness of any barriers to effective communication they may have, and encourage them to continue the improvement process once they leave PMCS. We accomplish this in three ways: the writing program, the speaking program, and the optional speaking laboratory.

The Writing Program

The PMCS writing program consists of two phases—the two-page paper and the idea paper.

In phase one students are tasked to write a two-page paper on an economic topic. This exercise gives the students an opportunity to formulate views on a subject important to our nation's economy, perform research, and develop and support their ideas in limited space. In addition, it gives them an opportunity to assess their strong points and areas for improvement. They put these evaluations to use in phase two of the writing program.

During phase two they are tasked to write a six to eight-page paper to support an idea for improvement. In many cases these ideas are forwarded to the student's higher headquarters and senior leadership throughout DoD.

Positive responses from these offices confirm that many of the recommendations from student papers are implemented and incorporated into the way we do business. Many of the papers are also published in the various comptroller magazines. Being away from the office is a perfect opportunity for our student body to sit down and formulate those thoughts and ideas for which time is never available at work to provide the proper focus. In some cases students were able to find remedies that helped relieve some of the stresses of the jobs they left behind.

The Speaking Program

Like the writing program, the speaking program consists of two phases. In the first phase each student gives an eight minute presentation on a resource management subject of their choosing. To increase awareness of their strengths and areas of improvement, each student is video taped and evaluated on their performance. This exercise not only affords the opportunity to communicate ideas to an audience, but gives them the chance to see themselves as others see them. Many students have commented that this exercise takes some of the fear out of public speaking simply by showing techniques to control anxiety and nervousness. Most are able to gain confidence and credibility in public speaking.

In the second phase of the program, a selected group of students gets to address the entire PMCS student body. In addition to providing the speakers with yet another non-threatening environment to practice their speaking skills, students get to learn about a myriad of resource management topics.

Optional Speaking Lab

Students at PMCS are given the opportunity to further develop their speaking skills in the optional Oral Presentation Lab. This lab gives students another chance to practice their speaking skills outside the normal channels of PMCS. The focus is on creating awareness of barriers to effective communication and improving listening skills.

Putting It All Together

As stated before, the PMCS Executive Communication Program is designed to bring more awareness to the communication process. By stressing communication is imparting understanding to the receiver, we strive to promote effective communication.

As we draw down and find ourselves called upon to do more with less, communication becomes increasingly important. As the management theorist, **Dr Peter F. Drucker**, stated, *As soon as you move one step up from the bottom, your effectiveness depends on your ability to reach others through the spoken and written word*. PMCS is committed to ensuring the effectiveness of tomorrow's leaders by stressing the importance of good communication and providing an opportunity to sharpen these skills.



NOTES FROM THE:

Comptroller Officer Assignments

by Capt Lori Wortman, DSN 487-5031
wortman@hq.afpc.af.mil

Changes to the Assignment Process—Part II

In last quarter's article, I introduced some of the changes taking place in the assignment system. This article expands on the first and includes three new changes impacting officers.

Short Tours. The first change concerns officers taking short tours. The Short Tour Follow-On program enables officers to submit preferences for follow-on locations prior to departure for the short tour. The AFPC goal is to get 100% of the company grade officers on follow-on assignments before the short tour starts. For field grade officers, we work hard to get follow-on assignments, but locations must have a valid vacancy before a field grade officer can be assigned. Short tours are assignments where the unaccompanied time is 15 months or less. Short tour locations include: Osan AB and Kunsan AB, Korea; Andersen AB, Guam; Woomera AB, Australia; Keflavik AB, Iceland; Riyadh, Saudi Arabia; Muscat, Oman; Lajes AB, the Azores; and Izmir AB, Turkey.

PME Follow-On. The second change to the assignment process is early follow-on assignments for in-residence PME students. The FM community is very fortunate to have ten ACSC and seven Senior Service School students. For these students, AFPC's goal is to have all students on assignment by the end of Feb 97. Early assignment notification allows these students to start PCS processing and alleviates PCS worries as their graduation date approaches.

Stabilized Tours. The third change to the assignment process is the reduction in the number of stabilized tours for company grade officers. AFPC recently completed a year-long study on stabilized (also referred to as controlled) tours for officers. One of the conclusions was that generally company grade officers should not be assigned to tours that are in excess of three years in length. In the FM community, this resulted in all company grade officers assigned to SAF/FM and the AFCAA receiving "normal" (three year) tours. Exceptions to this policy are on a case-by-case basis.

A change has also been made to the EBB and the world wide web home page. Now the EBB allows for instant notification to a commander when an officer volunteers for an assignment. Commanders will receive an e-mail from AFPC when an officer assigned to their unit volunteers for a position, whether the action is through the world wide web or a phone call to AFPC. Officers need to discuss all career options with their commanders so any actions AFPC may take will not "blind side" the commander.

A new feature I am introducing to the magazine is the **Most Asked Questions** section. As the only FM officer working our assignments at AFPC, I receive over 50 telephone calls and e-mails every day. Hopefully through this section, I can answer some commonly asked questions and divert some of your inquiries to your commander. One of the first questions I ask when an officer calls is whether the commander knows of the phone call. I can not stress enough the importance of keeping commanders involved in the assignment process; commanders are the best source of

information on the career field and can help officers make career plans, set career goals, and make career decisions. A hint for contacting me—it is much easier if you send an e-mail (address listed above) because I can answer it when I get a spare moment.

When am I vulnerable for a non-vol assignment? One of the most significant changes made to the assignment process is the change in the reassignment vulnerability timeline. Currently, Time-On-Station (TOS) rules are three years for CONUS to CONUS and two years for CONUS to OSEAS. Now officers can be selected for an assignment prior to reaching three years TOS if the RNLTD of the advertised job is equal to or after his or her three year TOS date. This means an officer can be selected for an assignment at the 2 1/2 year point if the position has an RNLTD six months later. All officers need to know their Date Arrived Station (DAS) and Overseas Return Date (OSRD), periodically check the EBB and solicit career guidance from their commanders.

What are the career options in the FM career field? FM officers are very fortunate to have a number of options within our career field. We have FM billets both stateside and overseas, which some Mission Support career fields do not have. Our comptroller experience with officers from other Services and countries plus we also provide officers for special duty assignments such as AFROTC, SOS, OTS, etc. For officers that want to pursue an advance degree, the FM community supports the AFIT Cost Analysis master degree and PhD programs. A significant change this year is the Comptroller/Commander selection board. The Jan 97 board will review records for field grade officers that are eligible to move in CY97. We have over 70 billets for FM officers to perform commander duties at both the flight and squadron levels. Most CC billets are at the field grade level but we have three billets at the captain's rank.

What are the chances of crossflowing into another career field? The Early Retirement and Limited Active Duty Service Commitment Waiver programs have allowed more officers to leave our career field as the entire Air Force has "downsized." With these reductions, the FM career field has lost many officers and now we are critically manned in all of our ranks with the exception of lieutenants. Specifically, only 77% of our Lt Col billets, 74% Majors, and 68% Captain billets are filled. As you can see, many of our more junior officers are more than likely now working in more senior positions. In addition to the FM positions, our career field supports many programs outside of FM, such as ROTC instructor duty, SOS and OTS commander positions, and the Recruiting Service. When I release officers to perform these special duties, I ensure they will return to the FM community.

NOTES FROM THE:

Chief for Enlisted Matters



by CMS James J. Magnotta

Congratulations to **Team Vance** for winning **Air Force Top Dollar 1996**. This year's competition was one of the very best I have ever seen at any level. All teams were enthusiastic, staff members were challenging, supportive and professional, and the camp ran like a fine-tuned machine. There were several firsts at this year's competition that are worthy of note.

Foremost in my mind is Team Vance itself. Our goal in Top Dollar is to train people to deploy to anywhere in the world and work with members from other than home station. Team Vance proved that they were not only a composite team, but they could function as a single unit at any location—home or deployed. Team members included: **2Lt Zun-May Woo** (Vance financial analysis officer), **SSgt Michael H. Knaack** and **A1C Timothy S. O'Rourke** (Vance financial services office), **SSgt Ryan Y. Sakagawa** (Vance financial analysis office), **SSgt Floyd M. Augustine** (DFAS-Omaha), **SMSgt Gene A. Mohr** and **TSgt William M. Phillips** (Kansas ANG contracting).

Team Vance showed us all what teamwork, cooperation, and a positive attitude can accomplish. Coming together from their separate locations, they became a unit prepared for any challenge. Contracting team members not only performed well in their own scenarios, but assisted in many of the financial management scenarios. The financial management team with members from the wing and DFAS-Omaha joined together at the deployed location and demonstrated how the spirit of cooperation will mark future deployments. They proved that any team can come together and perform well if its members support one common goal—**teamwork**.

Another first this year was the size of the competition. Top Dollar 1996 was the largest competition ever held with 12 teams competing, including the debut of Team PACAF represented by Yokota AB JP, victors at **COPE BUCS** (PACAF's competition). All teams enjoyed the first-ever three hot meals provided by RIB teams from Altus AFB OK and Lackland AFB TX. Not one complaint was uttered about the food. For the camp's entertainment and information updates, AFNEWS deployed a broadcast team with members from

USAFE and PACAF that added reality to an overseas deployment. And, how about that in-processing line with *shots* for those in need.

Two other events, one a first and one a last, warrant special recognition. The first is the recognition of **Colonel Jack Mechanic** as an **Honorary Chief Master Sergeant**. Col Mechanic was inducted as a Chief, because he is *the godfather* of Top Dollar. His vision and courage made Top Dollar a reality, and those of us that have experienced Top Dollar owe him a sincere debt of gratitude. The last, is **Chief Master Sergeant Greg Gardner** saying goodbye to Top Dollar and his distinguished Air Force career. There are few people in this community that have a deeper love for financial management, Top Dollar, and the enlisted force than Chief Gardner. Integrity, service before self, and professionalism in everything he does are his standards. If you're looking for a role model, follow Chief Gardner. Greg, my friend, I wish you the best—we will truly miss you.

Looking ahead, the future has more challenges to overcome. We are getting very close to our AFSC merger of 6F0X1 and 6F0X2. Developing a trainer/trainee guide is a major task in that endeavor. There will be several working groups convening in the next year to develop these guides. This month the first working group will meet at the Omaha OPLOC to begin the military pay guide. Other working groups will convene in the February-March time frame to work accounting operations. Later this summer other groups will focus on travel and disbursing functions. Requests for volunteers will soon be sent to the MAJCOMs. This is an excellent opportunity for motivated volunteers to play a significant role in shaping the future of financial management. Training is the key to success and a good training guide helps supervisors ensure our troops are successful.

Just a reminder. If you haven't already, you should establish your requirements for the 6F0XX and 6F1X1 Career Field Education and Training Plans (CFETP). Both documents have been published and are ready for distribution. Each enlisted member must have a current CFETP maintained by their supervisor.





Financial Management Career Program

by Mr Ron Stuewe

Managerial Competencies and the Behavior Inventory (BI). The FMCP is transitioning to use the BI score in place of the interview score. The BI measures competencies of individuals and helps identify people demonstrating traits normally found in top performers. Last August we eliminated the interview portion from the Total Person Score (TPS) on GS-12 and GS-13 certificates so all registrants have an equal opportunity. All personnel competing for GS-12 and GS-13 positions should have received a BI last year.

Feedback from the initial BIs returned indicated most registrants and supervisors viewed the BI favorably. Comments ranged from *thank goodness the interview is gone to this was the first time I really sat down with my supervisor to discuss what I do and how I do it.* Others said, *I don't think this is going to help me at all.*

This spring, the FMCP intends to accomplish BIs on all GS-13 and GS-14 personnel for use in GS-14 and GS-15 certificates. Hopefully, we can make a seamless transition from an interview to the BI score no later than 1 Oct 97.

Lessons learned from GS-11/12 BI cycle include scheduling time for BI discussions by the employee and supervisor, ensuring all 124 responses are marked with an "A" or "B", and having both participants sign the completed BI. People completing the BI should respond honestly to each set of questions to provide an accurate reflection of the employee. To do anything less would be a disservice to the individual, your office, and the USAF.

Career Broadening (CB) Program. Another initiative undertaken last fall was the revamping of the FMCP CB Program. The CB program allows selected **outstanding** civilian employees experience in areas outside their current position. This experience will help them to better perform their duties and enhance their capabilities to the USAF. This spring, we will again canvass MAJCOM/FMs for career broadening positions and will ask for volunteers from FMCP registrants. Eligible candidates will receive management reassignments to CB positions for up to two years.

FMCP Registration and Geographic Availability. We solicit your help to ensure

personnel newly employed or promoted to the GS-11 level or above are aware of the Career Program and register accordingly. Career program registration is required to be considered for competitive promotions or reassignments and to take advantage of training opportunities. Eligible people can register by completing and submitting an **AF Form 1675** through their servicing Civilian Personnel Flight (CPF). Instructions on how to register and enter geographic availability codes are available on the FMCP homepage. Location of all FMCP covered positions and other useful information is also available on our WWW.

Career Enhancement Plans (CEPs). Shortly civilian personnel offices will send out CEPs for each program registrant. Registrants and their supervisors use the CEP to identify training requirements for courses offered through the FMCP in FY98. Course descriptions and codes are available in the Air Force Civilian Personnel Training Guide available at your local CPF or on our homepage.

FMCP Palace Team Changes. Several changes have occurred in the composition of the FMCP Team at Randolph AFB. Paulette Pinkard departed for a position at Kirtland AFB while Kip Wilson and Olivia Hardin returned to the Air Force Audit Agency. We also lost our Stay-in-School, Toni Barrett, who earned her bachelor degree from the University of Texas at San Antonio in December. Brian Sprague from SAF/FMB, Chad Gillies from AFMA, March AFB CA, and Linda Lomascolo from AFMA, Kelly AFB TX, recently joined the Palace Team. A replacement for Toni was not identified before this article was submitted.

Civilian Personnel Changes. Many changes will occur based on the reengineering of the civilian personnel processes. The USAF/DP created the PALACE Compass office at the Air Force Personnel Center to take over many of the activities from the local CPF. The changes will enable USAF to reduce the number of personnel specialists and make information more available to employees. Look for additional information in local publications as they incorporate process improvements.

PROMOTIONS

Colonel Ronald Phillips, Chief, Programs/Budget, ESC/FM, Hanscom AFB MA (no photo available).

Mr Michael J. Enright, GS-15, ASC/YTS, Wright-Patterson AFB OH (no photo available).

Air Combat Command

Dunn, Ruth, to GS-12; 12AF
Henderson, Shelia E., to LTC; Mt
Home AFB ID
Shepard, Mary A., to MSgt;
Moody AFB GA

Air Education & Training Command

Bollinger, Andy L., to MSgt, 17
TRW/FM
Coggins, Jeffrey H., to Capt; HQ
AETC/FMAT
Potter, Susan, to SMSgt; 81 TRW/
FM
Stradley, Nick, to CMS; 364 TRS/
TTGBF
Truitt, Andrew, to Capt; 364 TRS/
TTGBF

Air Force Audit Agency

Bills-Sweeten, Susan, to GS-12;
Hill AFB UT/QLR
Blum, Susan M., to GS-12;
Edwards AFB CA/QLR
Browning, September, to GS-12;
Luke AFB AZ/FDW
Butler, Mary E., to GS-12; Robins
AFB GA/QLR
Campbell, Glenn, to GS-12; Hill
AFB UT/QLR
Creek, Donald, to GS-12; Scott
AFB IL/FDC
Effnor, Richard, to GS-14; Arling-
ton /DOV
Flanders, Michelle, to GS-12; Los
Angeles AFB CA/QLR
Mitchell, Abigail D., to GS-13;
Offutt AFB NE/FDC

Moon, Brenda J., to GS-12; Robins
AFB GA/QLR
Oliva, Judith, to GS-12; Pentagon/
FM
Ramos, Nancy G., to GS-12;
Tinker AFB OK/QLR
Sartain, Audrey M., to GS-13;
Wright-Patterson OH/QLD
Simmons, Mary Ann, to GS-12;
Andrews AFB MD/FDE
Thornton, Joy S., to GS-12;
Andrews AFB MD/FDE
Ward, Johnnie M., to GS-13;
Arlington/FD
Zurenko, Kay L., to GS-12; Travis
AFB CA/FDW

Air Force Materiel Command

Allen, Damon V., to Capt, ASC/YF
Apodaca, Maria T., to GS-12; SMC/
FMFR
Barnes, James R., to GS-12; WR-
ALC/FMPA
Barrera, Mark A., to Capt; ASC/VX
Borchardt, Candis, to Capt; ASC/
YD
Braun, Clinton, to Capt; ASC/VX
Brisco, Jeffrey, to MSgt; HSC/FMS
Bullock, George N., to Capt; ASC/
YP
Cole, John R., Jr., to Capt; ASC/YA
Cook, Marshall D., to GS-12; WR-
ALC/FMLSD
Cooper, Ronald J., to GS-12; SMC/
FMPS
Daniels, Jeffery E., to Capt; ASC/
RA
Dejesus, Christopher J., to Capt;
ASC/CDS

Dooley, Michelle, to GS-13; ESC/
MC
Ferguson, Nancy E., to GS-12; WR-
ALC/FMLMA
Fox, Sandra, to GS-13; AFFTC/
FMB
Graham, Lasheeco B., to Capt;
ASC/FB
Holloway, Marc T., to Capt; ASC/
YP
Horn, Sharron, to GS-13; AFFTC/
FMB
Kelman, Forrest, to GS-13; SA-
ALC/FMPF
Lorton, Mary V., to GS-12; WR-
ALC/FMLMA
Lowen, Lynda, to GS-12; SA-ALC/
FMIR
McIntosh, Mary C., to GS-12; WR-
ALC/FMLRB
Martin, Jeffrey S., to LTC; ASC/SD
Morrison, Christopher, to GS-12;
WR-ALC/FMLMB
O'Keefe, Bonnie, to GS-12; CASC/
FM
Odom, John C., to Capt; ASC/YF
Offenbacher, Carol, to GS-12; SA-
ALC/FMIR
Owens, Bonnie L., to Maj; SMC/
CIPI
Paik, Seung U., to Capt; ASC/XR
Rozier, Jacqueline B., to GS-12; WR-
ALC/FMLMB
Seeley, Steven L., to Capt; ASC/
YW
Smith, Dianne I., to GS-12; WR-
ALC/FMLSD
Smith, Donna, to GS-12; AFFTC/
FMB

RETIREMENTS



Col Tarascio



Col Westenborg

Colonel John R. Tarascio was Comptroller, HQ ACC, Langley AFB, Virginia (28 years, 3 months of service).

Colonel Craig Taylor was Comptroller, Financial Management, ESC/FM, Hanscom AFB MA (28 years of service). (No Photo Available)

Colonel William M. Marsh was Chief, Programs/Budget, Hanscom AFB MA (ESC/FM) (27 years of service). (No Photo Available)

Colonel David C. Stamm was Deputy, Financial Management, ASC/FM, Wright-Patterson AFB OH. (No Photo Available).

Colonel Jack Westenborg was the IMA to the Deputy Assistant Secretary (Financial Operations), The Pentagon, Washington, DC (30 years of service).

PROMOTIONS (Continued)...

Stanger, Judy, to GS-12; OO-ALC/
FMBA
Tomasini, Roberta M., to LTC;
ASC/YF
Townsend, Cheryl J., to Capt;
SMC/MTP
Veino, Patricia, to GS-13; ESC/AV
Wardleyniemi, Sylvia, to LTC;
ASC/YJ
Williams, Mary Jean, to GS-13;
ESC/AV

Air Force Space Command
Byford, Forrest E., to GS-14; HQ
AFSPC/FMAO

Air Mobility Command
Barnett, Daniel P., to LTC;
Fairchild AFB WA/FM
Hardwick, Antwon L., to Capt;
Charleston AFB SC/FMA

Julagay, Mary, to GS-12; Fairchild
AFB WA/FMA
Slocum, Kenneth, to MSgt;
Fairchild AFB WA/FMFL
Vogt, Linda, to GS-12; Grand
Forks AFB ND
Voyce, Thomas E., to SMSgt;
McConnell AFB KS/FMF

Air National Guard
Guzman, Homer, Jr., to MSgt; 181
FW, Terre Haute IN
Unruh, Benjamin T., to Capt;
ANGRC/FMB, Andrews AFB
MD
Doyle, Thomas A., to LTC; 111
FW, Willow Grove ARS PA
Martin, Ken R., to SMSgt;
ANGRC/FMFC, Andrews AFB
MD

Pacific Air Forces
Akers, George F., to TSgt; HQ
PACAF/FMA
Arting, George M., to SMSgt; HQ
PACAF/FMF
Conerly, Chad L., to Capt; 36
CPTF/FMA, Andersen AFB GU
Doane, Gordon R., to MSgt; HQ
PACAF/FMF
McCray, Joan, to Maj; HQ
PACAF/FME

**United States Air Forces
in Europe**
Andin, Jose Z.L., to Capt; 52
CPTF/FMA
Chatman, C. Dwane, to Maj; HQ
USAFE/FMAOS
Sembach, David W., to GS-12; HQ
USAFE/FMAOM

GENERAL OFFICER ACTION



Congratulations!

Brigadier General Rodney W. Wood (AETC/FM) was promoted on 1 Oct 96.

Congratulations to School Selectees

ACSC

Maj(s) Paul Carter III
Maj(s) Kimberly Meyer
Maj Robin Hinote
Maj Anthony Kitt
Maj Michael Shaw

AWC

Lt Col Phillip Weinberg
Lt Col Gayden Gladman

ICAF

Lt Col Gary Minor

RETIREMENTS (Continued)...

Air Combat Command

Beals, Daniel G., SMSgt; HQ ACC
Costello, Gary E., MSgt; Minot AFB ND
Damba, Matilda; Ellsworth AFB SD
Johnson, Vivian H., SMSgt; HQ ACC
Myers, Michael, MSgt; Nellis AFB NV
Rivera, Robert, TSgt; Minot AFB ND

Air Education and Training Command

Gardner, Gregory A., CMSgt; HQ AETC/FMP
Garza, Frieda, GS-9; 37 CPTS/FMFPM
Gomez, Pedro, GS-8; 37 CPTS/FMFA
Johnston, Joe, MSgt; 42 CPTS/FMA
Langhorn, Fonzy, MSgt; 42 CPTS/FMFP

Jones, W. Ann, MSgt; 42 CPTS/FMFPM
Wheelis, Ronald G., CMSgt; 37 CPTS/FM
Whitt, Carol, GS-12; HQ AFROTC/FMF

Air Force Materiel Command

Brown, Stephanie L., MSgt; SMC/FMF
Corley, Sylvester, GS-11; ASC/FME
Fauth, Thomas A., Maj; SMC/MTP
Kowalski, Judith A., GS-12; ASC/WL/AAF
Rutledge, John H., GS-12; 88 ABW/FMFJ
Whye, Daniel, Capt; HQ AFMC/FMBP

Air Force Space Command

Bennett, Myrtle L.; 21 SW/FME, Peterson AFB CO
Porter, Robert, MSgt; 30 CPTS/

FM, Vandenberg AFB CA

Air Mobility Command

Ross, William, GS-11; Fairchild AFB WA/DFAS DAO-DE/FA

Pacific Air Forces

Matthews, Madison D., SMSgt; HQ PACAF/FMF

United States Air Forces in Europe

Nelson, Steven D., Maj; HQ USAFE/FMQ
Sutherland, Kathy L., MSgt; 26AFS/RAFC

DFAS

Dennison, Stella, GS-11; DFAS-DE/FJT
Kemp, James, SSgt; DFAS-DE/FJP
Wilson, Gary, LTC; DFAS-DE/FJP

SAF/FM

Ackard, Dean C., MSgt; SAF/FMBOI

Air Force TOP DOLLAR '96

An Overwhelming Success



by CMSgt Lorraine Tanner

Welcome to Athens, Greece. My name is Lt Col John P. Davis and as of this moment you are under my command. Tomorrow we will forward deploy to Kikis, Greece. With those words, the 1996 Air Force Top Dollar Competition began.

Twelve of the best teams from around the world gathered at Camp Bullis, Texas, to test their abilities in both Warfighting and General Military Skills. The pace was gruesome and demanding. For five days, competitors lived and worked out of "hootches" which they supplied through their deployed logistics kits. They were evaluated in numerous areas to include: activation and set up; ability to survive and operate (ATSO); 9mm shooting; self aid and buddy care; physical fitness; communication and information security and scenarios.

Each team was presented nearly 200 contracting and comptroller scenarios, as well as 140 mini-scenarios called *out of pockets*. The situations presented to the teams represented a number of possible real world scenarios encountered in deployed situations. Emphasis in every area revolved around a "team effort." No one was an individual out there, every action of one person impacted the team.

Needless to say, TOP DOLLAR 1996 was an overwhelming success. There were many first for this competition. This year we welcomed Team PACAF to the Air Force competition, making it the largest competition since its induction in 1994. Also, this is the first year a MAJCOM was represented by a true composite team. Team AETC's FM members were from Vance AFB, their contracting members were from McConnell AFB, and their DFAS Associate was from the Omaha OPLOC.

As we begin plans for Top Dollar 1998, I want to recognize everyone who supported this year's competition. First and foremost, I want to thank AETC for hosting this year's event. It was, without a doubt, a benchmark for future competitions. I also want to pass on my heartfelt thanks to all the staff, role-players, and evaluators whose efforts made this competition so very successful. Additionally, I want to thank Air Force News, Public Affairs, and Combat Camera for their outstanding support during the competition. Finally, I want to thank the Civil Engineer, Medical, Security Police, and Personnel communities. Their contributions were immeasurable to the success of Top Dollar 1996.

Without a doubt, the success of this competition was an Air Force team effort. I am extremely proud of the dedicated and committed service of all the team and staff members. As we continually await our turn to serve throughout the world, it is very reassuring to know we have trained the best and we are ready to serve anytime, anywhere.

TOP DOLLAR

HORAAH!

Special thanks to HQ AETC and Camp Bullis for hosting **TOP DOLLAR '96**

Overall Winner
Team AETC
Vance AFB OK

Warfighting Skills Winner
Team 11th Wing
Bolling AFB,
Washington, D.C.

General Military Skills
Winner
Team AETC
Vance AFB OK



Warfighting Skills
Runner-Up
Team AETC
Vance AFB OK

Runner-Up
Team 11th Wing
Bolling AFB,
Washington, D.C.

General Military Skills
Runner-Up
Team AMC
Charleston AFB SC

Esprit de Corps Winner
Team 11th Wing
Bolling AFB,
Washington, D.C.



Assistant Secretary of the Air Force Financial Management and Comptroller



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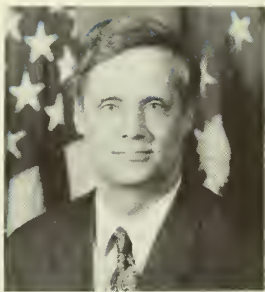
Number 2

APRIL 1997



Stay With Me.

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THE COMPTROLLER'S CORNER

Financial Service Offices How We Meet the Challenge

I want to commend our FSOs for the outstanding jobs they are doing. I know it has been a daunting task keeping up with all the changes impacting your operation. Workload changes, manning shortages, training requirements, and changes in policies and procedures are all hitting at once. I'm sure you occasionally feel besieged by it all. I want to reassure you, however, that we fully recognize the challenges and are committed to providing assistance.

One part of meeting our commitment involves listening to suggestions regarding improvements in customer service. Many of you at test bases have already had direct input into the travel reengineering effort, and I will continue to seek your advice as we begin to implement the new system. Selection of the IMPAC Cardholder reconciliation system reflected thoughts from people in the FSO community. And you have provided numerous suggestions designed to improve customer service systems and procedures. Many of these suggestions are currently being evaluated by DFAS, and I will keep you posted on the outcome.

I am also committed to seeking help in meeting additional workload requirements. Efforts such as travel reengineering should eventually reduce workload. In the meantime, some MAJCOMs have been successful in getting approval for variances in manpower standards to assist their FSOs, and more are currently being considered. I am also working to achieve some increases in manning.

Finally, I am committed to a thorough review of the status of the FSOs during the long-range planning efforts that continue within the Air Force FM community. We need to be sure that we plan carefully to support your important efforts.

Bottom line: I want you to provide the best possible service to our customers, but I also want to take care of your needs. I will continue to work toward that end.

A handwritten signature in cursive script that reads "Robert F. Hale".

ROBERT F. HALE

**Assistant Secretary of the Air Force
(Financial Management and Comptroller)**

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Ms Gloria R. Jaskiewicz
Editor

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About the Cover: The 50th Anniversary *Stay With Me*
Eagle.



Teammanship and Leadership

by Lieutenant Colonel Todd J. Holmes

Introduction

Many years ago, I remember my great-grandmother talking about how simple life was in the "good ol' days." I guess I have been in the comptroller business too long, because I will begin by also talking about the "good ol' days." I must admit that comptroller operations were simpler in those days. At the beginning of my career, the comptroller field had accounting and finance officers, budget officers, management analysis officers, data automation officers, and auditors. Our career field was highly specialized. Life was easier back then! Whereas today we are expected to be generalists. The comptroller enlisted career field is also a group of generalists. Not only are we expected to do the job without our once common "experts" we must also accomplish the task with fewer and fewer manpower resources. How can we meet this tremendous task? Elementary, my dear Watson—TEAMWORK!! Mother Teresa once said, *I can do what you can't do, and you can do what I can't do; together we can do great things* (Tice 1996).

For years, productive teams and effective teamwork have been recognized as keys to an organization's productivity. In fact, there has been somewhat of a revival in the importance of teamwork in today's organizations. This revival has been sparked to some extent by the utilization of TQM's *empowerment* philosophy. A quick review of most any textbook on leadership reveals numerous theories and models concerning leadership. However, despite the resurgence of the importance of teams and teamwork, teamwork is rarely included as a leadership style.

One of the more popular leadership theories is Hersey and Blanchard's *Life Cycle Theory of Leadership* originally introduced in 1969 (Hersey and Blanchard 1996). This theory has been revisited many times with the name being changed to *situational leadership* in the early '70s. The theory is based on a very simple premise, there is no "best" leadership style for all occasions. In other words, effective leadership is directly dependent on the current situation. Based on this premise of effective leadership, I view teammanship as a form of situational leadership. I contend that teammanship is clearly a leadership style—a leadership style that must be utilized to confront today's many challenges! In this article, I will highlight the importance of teammanship and discuss how to utilize this normally untapped leadership style.

Roadblocks to More Teamwork

I have already used the words team, teamwork, and teammanship. Since I do not consider these words to be synonymous, it is best to begin with their definitions. A team is a group of individuals assigned a common task. Teamwork is defined as a group of individuals (team) working together to accomplish a common goal. I define teammanship as the exploitation of a team's assets to meet specific

team goals as well as overall organizational goals. Hopefully the similarities and differences of these terms will become clearer as we discuss this important topic.

It is fairly easy to identify the benefits of the team approach to leadership as opposed to an individual approach. A group is a resource that is often richer, more textured and diverse, and more accessible than the top executive alone could be; and groups become less vulnerable to the exit of a top leader (leadership resides in the group not the individual) (Hart 1996). Also, peer pressure is much more powerful than pressure from top leadership (Hammel 1996).

If teams and teamwork have such potential, then why do more organizations not utilize these valuable tools? Because it does not work in many organizations! In other words, the teamwork approach has been tried, it has failed, and it has been abandoned. It failed because the concept was misunderstood and, as a result, it was not properly employed. Users normally fail to properly establish teams and never refine the process to ever reach teammanship.

Many myths regarding teams and teamwork add to the misunderstanding of teamwork and greatly add to the improper use of teams. For example, teamwork is not 100 percent consensus and not 100 percent shared responsibilities. Myths such as this can prevent teamwork and can prevent a group from ever becoming a team. Other dangerous myths concerning teams include the following (Beck and Yeager 1996):

- The importance of working together as a team has replaced the importance of individual contributions.
- Putting high-performance individuals in a group automatically creates a high performing team.
- It takes a team a long time to be up and running.
- A team has to work through conflicts before it can be productive.
- Decision making by consensus is the best way to make a team work effectively.
- Team accountability means that everyone is responsible for everything.
- There are no leaders or followers on teams; everyone is equal.

A Rose is a Rose

Enough about myths, now let us discuss the truth about teams and teamwork. We have all seen productive teams as well as ineffective teams. Unfortunately, teams do not follow the old adage that a rose by another name is still a rose. *Calling a group a team does not make it so* (Arnold 1996). Teams do not just happen. Good teams require leadership. Put another way, good teams require teammanship to be effective and productive.

Myths are often considered the truth because there is normally a thin line between truth and myth. This is the case with teammanship. Although the line is thin, the line between teammanship truth and myth is clear.

- Teammanship includes collaboration and consensus building. However, teams must avoid being bogged down in *groupthink or consensus-run-amok* (Beck and Yeager 1996).
- Teammanship includes accountability. The team leader rather than

Teammanship and Leadership (Continued)...

There are two distinct phases to teammanship.

The first phase involves the creation of the group and the second phase involves the transformation of this group into an effective and productive team.

the team members must be directly accountable for the teams actions. As with any other hierarchical organization, the leader is responsible for all final decisions. The primary difference is that the team has a major input into the decision process. As a result of this major input from the team members, teammanship includes a shared implementation of decisions.

- Teammanship includes trust—trust between team members and trust between team members and the team leader.
- Teammanship includes communication. This includes inter-team communication as well as intra-team communication.
- Finally, teammanship includes leadership. Not only leadership by the team leader, but also leadership by all team members.

There are two distinct phases to teammanship. The first phase involves the creation of the group and the second phase involves the transformation of this group into an effective and productive team. Under the first phase, the role of the team and the team members must be clearly identified. In addition, the team's goals and resources must be established. This first phase may appear easy; however, improperly performed, this phase can prevent the second phase from ever becoming a reality! Without a doubt, *a team must have a common objective, clear roles and goals, and resources* (Arnold 1996).

As two leadership consultants highlight, team success can be as easy as 1-2-3 (Beck and Yeager 1996). Initially, a leader should use Style 1 (directing) and Style 2 (problem solving) to take charge of the forming and focusing stages that launch a group. As the group matures and begins to actually perform, the leader should shift to Style 3 (developing) to empower team members to take action with team support. By following Style 3, the leader actually shifts power from the leader to the team members. Once this empowerment occurs, team members become leaders within the team and the opportunity for success is greatly increased.

System of Teams

Group dynamics and diversity can be obstacles to effective team building. However, these obstacles can be overcome. As you look at just one team, the teammanship process may not look insurmountable. Unfortunately, this process involves more than one team. In fact, an organization includes numerous teams. These teams form a system of teams. Within this overall system of teams, many of the teams run separately or parallel. Many of the teams overlap and interact.

Peter Senge's view of systems thinking provides a simplified method of reviewing this system of teams. *Systems thinking is a discipline for seeing wholes ... for seeing the structures that underlie complex situations ... a shift in mind from seeing parts to seeing wholes, from seeing people as helpless reactors to seeing them as active participants in shaping their reality, from reacting to the present to creating the future* (Senge 1990).

Bottomline, one team member's actions impact the actions within that team. In addition, that team's actions have a direct impact on other teams in the system of teams. Seeing the teams as a system and

knowing the teams in the system allows a team member as well as a team to influence how the overall system operates.

Sources of Power

An individual can be part of numerous teams simultaneously. Someone can be a leader of one team, a key member of another select team, and one of many members of many other teams. Depending on the team and the individual's position on the various teams, there are sources of power for team members. These are sources of power for the primary team leader as well as team members. According to Gary Yukl, an authority in leadership theories, there are three types of power and various sources of power (Yukl 1989):

- Position Power
 - Formal Authority
 - Control over resources
 - Control over rewards and punishments
 - Control over information
- Personal Power
 - Expertise
 - Friendship and loyalty
 - Charisma
- Political Power
 - Control over decision processes
 - Coalitions

Power is the capacity to influence unilaterally the attitudes and behavior of people in the desired direction (Yukl 1989). An effective leader will utilize teammanship to identify their position on various teams and seek out the sources of power to influence each team.

Summary

There are thousands of books on leadership. Yet leadership remains a topic of debate. *Leadership is one of the most observed and least understood phenomena on earth (Burns 1978).* Organizations establish teams routinely to address specific issues and problems. In addition, organizations have many other formal and informal teams. Included in this latter group are individuals in an office or section. Although not normally referred to as teams, these groups are the heart of any organization. It is this type of team that this article is intended.

Over the years, I have noted three individuals who I feel epitomize the term teammanship. I first met **Rod Bishop** when I was assigned to HQ AMC in 1978. He was assigned to the Directorate of Plans and Programs. We were both majors at the time, and he often said that the *iron majors* controlled all of the power in the Command. I eventually realized that it was not the *iron majors* who possess the power, it was the team and the team members just happen to be predominately majors. Rod identified a disconnect in the Command outyears planning process and he personally established a plan to resolve the disconnect. He began to "sell" his solution to the problem within his own directorate. Once his idea was sold there, he then set out to "sell" his solution throughout the Headquarters. Eventually, this *iron major* had established the first "Program Review Working Group" to evaluate outyear requirements at the lower working level.

After an eight year absence, I recently returned to my roots of accounting and finance as Commander, 607th AFS, Osan AB, Korea. That is where I met the other two individuals who epitomize the term

Teammanship and Leadership (Continued)...

teammanship. CMSgt Bill Yokom, a senior master sergeant at the time, arrived in Korea a month prior to my arrival. Following Bill's departure, SMSgt Joe Vieth was assigned to this remote location. It was amazing to observe both of these individuals in action. They each quickly and accurately assessed the situation and identified the various teams and systems of teams. They established effective team relationships with all involved. As a direct result of their efforts, our office was selected as the Best Accounting and Finance Office in the Air Force.

As is true with most of us, I doubt that either of these three had extensive training in team building; however, they each knew the value of teamwork. Most importantly, they also know the importance of team leader accountability. They instinctively knew when to lead by consensus and when an independent decision was required. Regardless of the situation (team member, team leader, or team observer) they always had a knack for knowing the proper role to fill. I contend they knew this style from within. In other words they are natural team players and as a result natural leaders!

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three had extensive training
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the value of teamwork.*

This article is not attempting to suggest that teams are a new concept. In fact, quite the contrary, teams have been effectively utilized for decades. However, I do suggest that teammanship as a leadership style is a new concept. I suggest that teammanship from a systems perspective is also a new concept. The key to productivity, I contend, is to apply this leadership style with a true systems approach.

We cannot all be natural leaders. On the other hand, we can learn from these leaders. I learned a great deal of teammanship from Rod, Bill, and Joe. I think we can all learn from true teammanship professionals. Take a moment to really observe a team in action and then utilize the vast potential this leadership style possesses.

Our organizations work the way they work, ultimately, because of how we think and how we interact. ... Only by changing how we interact can shared visions, shared understandings, and new capacities for coordinated action be established (Senge 1990).

Teams and teamwork have the potential to provide untold benefits to an organization. Therefore, I highly recommend the team approach to leading an organization. However, only effective teams will benefit an organization. As a result, only teammanship will ultimately benefit an organization. Anything less than teammanship is just a collection of individuals called a team. Take the time to study systems thinking, take the time to establish a good team foundation, and take the time to work the team issues. This is not an easy task. Jean Monnet summarizes this challenge very well. *If action is necessary, how can one say that it is impossible, so long as one has not tried it?* (Tucker 1995).

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Lieutenant Colonel John Davis is Chief, Financial Services Division, HQ AETC. He was the project officer for and served as commander of the 1996 Air Force TOP DOLLAR competition. He has also served as commander of 1996 AETC MAJCOM and 1995 MAJCOM and Numbered Air Force TOP DOLLAR competitions. Previous assignments include Wing Comptroller, AFAFC, DFAS, HQ AFSC, Audit and Schoolhouse Instructor. He is a member of the Alamo City Chapter of ASMC.



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Comptrollers In War

by Colonel J. Robert Adams

*For me, it brings into
focus why comptrollers
wear the blue suit and
the very important
contribution we offer
the Air Force mission:
To defend the United
States through control
and exploitation of air
and space.*

This is a true story. It is about a classified Air Force operation in a foreign country. It's also about comptrollers, and how we got included in deployment planning. For me, it brings into focus why comptrollers wear the blue suit and the very important contribution we offer the Air Force mission: To defend the United States through control and exploitation of air and space.

When the lead elements of this deployment arrived at the classified location they began to establish their operating location. When this wing deployed, there were the typical things they didn't take with them, like fuel and water. They planned to buy what they needed from local vendors. In this case, they deployed to this location the year before and felt confident they would be able to buy everything they needed. As the contracting officer began to buy these very important essentials he was shocked to be told by vendors that they would be happy to do business with him—if he could pay in cash, in advance, not the normal practice. It turned out the Air Force's regular process of writing an order or contract and then making payment after receiving the invoice and goods or services created cash flow problems for the vendors the year before. Their normal operations were cash and carry, and they were determined not to repeat the problems of the prior year. This bad news created an immediate and critical problem for the deployed forces.

The solution turned out to be a quick call back to Charleston AFB. Fortunately they were able to catch the second C-141 supporting this deployment, which was taxiing for takeoff. The tower radioed the plane and had it return to the ramp, where it waited for a finance person to pack his suitcase and pick up a big bag of cash (what would your reaction have been if you were in that person's place?). When the deployment was over, the commander recommended and MAC (now AMC) revised their procedures to include a finance person on the first plane. The Air Force still operates this way today. A finance person is always on the first plane to locations like this. Do we have a wartime role? You bet we do!

Our Air Force leaders, like us, have a clear vision of the importance the comptroller mission has in the execution of contingency operations. That is why they have given their full support to our TOP DOLLAR exercises. Through TOP DOLLAR, we not only improve our wartime skills, but we remember our important contribution to the Air Force mission. It is sometimes easy to forget that role when we are neck deep in the swamp of daily business that at times seems almost overwhelming. TOP DOLLAR also reminds our war fighter bosses that we have an important wartime role that is vital to them and the success of their mission.

This highlights an interesting dichotomy. I spent my entire career trying to do my job the best I could, which meant ensuring the wing had enough money and our customers were paid correctly. I told my staff we were successful when there were no customers in our lobby. No customers meant that they were paid correctly, and on time. Success meant we were out of the "lime light," no calls from commanders, especially the command section, asking for help in clearing up someone's problem. This kind of success is like a two-edged sword. We became so successful the commanders just expected our normal 99.9% accuracy and empty lobbies. So, when it came to our wartime role, some commanders would ask, "What comptroller wartime role?" TOP DOLLAR answers that question for them and for us.

The Air Force has a similar problem. The Air Force has become so successful in completing its mission that many just assume some aspects, like air superiority, are a given. This can be dangerous. Even though no American forces have faced a threat from the air since the 1950s, General Fogleman has reminded us that American air superiority is not a God given right. Typically, war games emphasize phase two, the land war. Why? Because American fighting men and women have become accustomed to owning the sky. What is phase one?

Phase one was clearly shown during Desert Storm. It is the establishment of forward operating bases, with the many unexciting, but vital, things that come with carving a lethal presence out of a desert, a bare base, or establishing operations on someone else's base. These are the

operations we were engaged in at the classified base mentioned earlier. Once we establish our presence, we begin the air operations that create our superiority in the air, destroying enemy assets on the ground, and his ability to fight. Is this beginning to sound familiar? It should. This has been a common theme of our TOP DOLLAR field training exercises. This is what we have been training to do. Did you notice I said training exercise not competition? Yes, we do finish the year with a competition. However, the real purpose and focus of TOP DOLLAR should be on training, not just for the five people on the team, but for the whole squadron or flight. If training for contingencies is not an important part of your training program, you have

If training for contingencies is not an important part of your training program, you have not completely understood the purpose of TOP DOLLAR.

not completely understood the purpose of TOP DOLLAR.

Many of you who have experienced a deployment have reported that the scenarios you faced during TOP DOLLAR were very realistic. One individual said that during TOP DOLLAR he was required to make a TD payment to a foreign officer. He thought that scenario was stretching the point—until a few months later when he was deployed to a foreign country and faced that exact situation. When it counted, this individual knew exactly what to do, and he credited TOP DOLLAR for his success. The whole point of TOP DOLLAR is to ensure that YOU know what to do when YOU deploy. It is your job to give TOP DOLLAR your best effort, whether your role is being a team member, trainer, evaluator, role player or taking care of the office workload.

Yes, many times the other services, our nation, and our allies take US air superiority for granted. The Air Force has been so successful these past fifty years that we have almost made an enemy air threat extinct when we think of war. At times it takes something like Desert Storm or TOP DOLLAR to remind us of our very vital wartime role, and the importance of being prepared to do our part to make Global Engagement, A Vision for the 21st Century Air Force a reality. Similarly, when we do our jobs right we may be forgotten or taken for granted—our lobbies are empty. Global Engagement brings our focus back to where it should be as an Air Force. Likewise, TOP DOLLAR brings comptrollership back into proper focus.



TOP DOLLAR

It's Not Just for Finance Anymore

by Lieutenant Colonel John Davis

At the conclusion of the 1996 Air Force TOP DOLLAR competition I found myself reflecting back on the last twelve months of planning the two largest TOP DOLLAR competitions ever held: AETC with 13 teams and over 150 staff and Air Force with 12 teams and over 200 staff. I asked myself if I would do it again and if the time, effort, and dollars expended were worth it? The answer to the first question was an easy one—yes, I would do it again! If I could find a way to organize and run this type of training exercise for the rest of my career, I would do that too. The second question stems from a question I was asked regarding how we justify funding TOP DOLLAR in the fiscal environment of FY96/97. My answer then, and my answer now is the same...it is not whether we can afford to do TOP DOLLAR, it is that we can't afford not to. I will devote the rest of this article to why we must continue to invest in and possibly expand the concept of TOP DOLLAR training exercises.

TOP DOLLAR is not just finance training anymore, nor is it just comptroller and contracting training. The actual four days of competition are devoted to training comptroller and contracting personnel, but the spin-off training that expands to other career fields is equally important.

TOP DOLLAR was designed to overcome comptroller shortcomings uncovered during the Persian Gulf War. The primary training objective is to train our people to think on their feet in a high stress environment, and be well enough informed to know where to go to find the answers to questions that would arise during contingency operations. The personnel tasking for TOP DOLLAR (unit type codes (UTCs)) are not strictly based on OPLAN¹ deliberate planning. In fact the decision to deviate from the standard UTCs found in the OPLAN for TOP DOLLAR was criticized by some as not being "realistic." What we did deploy to TOP DOLLAR was a seven-member team capable of performing all comptroller and contracting functions, led by a junior officer. We think this is more realistic of who might actually be sent to a contingency operation like Somalia, Haiti, or a natural disaster like Hurricane Andrew. To say this is not realistic is just not so—it is exactly what the deployed commander would want and need.

TOP DOLLAR is not just finance training anymore, nor is it just comptroller and contracting training. The actual four days of competition are devoted to training comptroller and contracting personnel, but the spin-off training that expands to other career fields is equally important. When AETC elected to hold the command competition at the Joint Readiness Training Center at Little Rock AFB, two major obstacles stood in the way—lack of latrine and shower facilities, and how to feed over 250 team members and staff in less than an hour. To solve the first problem, we worked with our command civil engineering counterparts and sent a team of Prime Beef members from Columbus AFB to Little Rock. In three days, they constructed a tem-

porary field shower to augment the existing latrine/shower facility. Ask the five folks from Columbus about the training they received. The messing problem was solved in much the same manner. Our Services counterparts decided to use TOP DOLLAR as a training ground for **Prime Ribs** personnel and tasked six cooks from Altus AFB and six from Lackland AFB to cook out of mobile kitchens (MKTs) and feed the masses. But the training doesn't stop there. To train on how to perform the Public Affairs mission in a contingency environment, AETC/PA tasked one individual to live with us at Little Rock and provide PA service to the commander, as well as handle local media interest in the event. A four-person team from **Combat Camera**, led by a young green-horn second lieutenant, came to the field with everything it took to shoot, edit, and produce daily training videos. In fact, if you ask the young lieutenant what best prepared him for his recent deployment to Bosnia, he'll gladly tell you—TOP DOLLAR. Twenty-five combat comptrollers from the schoolhouse at Little Rock served as terrorists and performed a *snatch and grab* scenario involving the kidnapping and interrogation of each team's leader. They received training on how to get in and out of a secure area and how to properly administer interrogation techniques. And lastly, over fifty security police performed the final scenario, the camp overrun. They went through two days of training on how to best attack the camp. And this was just our command competition.

For the Air Force competition, held at Camp Bullis, Texas, we provided even more training to other career fields. One major shortcoming at Camp Bullis was the lack of an obstacle course.

Again, we called on our CE counterparts. They developed a scenario calling for the entire CE readiness branch from the Randolph AFB civil engineering squadron to simulate a deployment to Honduras. By day, they constructed an escape and evasion training course; at night, they practiced THREATCON exercises. For four days, over 100 civil engineers received training on what they would do in a real world contingency—build and repair things in a hostile environment. The end result, a first class obstacle course that will see future use by the Air Force Air Base Ground Defense School and over 100 better trained civil engineers. We expanded the use of Public Affairs and they sent a four-person team to Camp Bullis, all of whom were UTC tasked and geographically separated. Again we had a team from Combat Camera, but with a new second lieutenant who got her feet wet and found out what long days and longer nights are all about. She is currently deployed to a real world contingency and I'm confident she will sing the same praises her predecessor did about the value of having been to TOP DOLLAR. We also added a contingent from AF News Service. They formally tasked UTCs for a four-person field radio station with team members coming from as far away as Germany and Japan. They provided a 24-hour a day radio station that not only enhanced the morale of the troops, but served as an official conduit for disseminating local threat information and commander interest items. This approach was so successful it drew praise from the Army and Navy News Service observers.

But what about the primary purpose of TOP DOLLAR, to

train comptroller and contracting personnel to operate in a contingency environment. Is it worth it? Ask the young senior airmen from Goodfellow AFB who was counting the days until she could get out of the Air Force when she was unexpectedly called on to replace an injured team member. She only experienced two-and-a-half days of the competition but it changed her life and outlook on the Air Force. When she returned to Goodfellow, she informed her financial services officer that she wanted to stay in the Air Force. One small problem, her CJR had passed, and short of not being available to separate due to mission requirements, she was going to be a civilian. We needed someone to quickly deploy to the desert, she volunteered, missed her separation date, and reenlisted.

Read 2Lt Zun-May Woo's article on her TOP DOLLAR experience. Here is a young officer with less than two years active duty who did not want to go to TOP DOLLAR. She also knew she faced one heck of a challenge in trying to bring a team together that was geographically separated (finance and budget personnel from Vance AFB, accounting support from the Omaha OPLOC, and contracting support from the Air National Guard at McConnell AFB). Her experience in leading a team from one of the smallest bases in the Air Force to become TOP DOLLAR champions is definitely a testament to the value of the training.

These are just two good news stories. What about the hundreds of people who receive this training through command competitions throughout the Air Force? I only have one thing to say—read their critiques! From the sixteen-year master sergeant

TOP DOLLAR

It's Not Just for Finance Anymore (Continued)...

who thought he knew it all, to the cross trainee who felt field training was only for security police, aircraft mechanics and civil engineers; they all, without exception, say the same thing: "the best training I've ever experienced...I learned more in

Finally, TOP DOLLAR training should be imbedded in every wing's exercise program and evaluated during Operational Readiness Inspections.

four days than I learned the last fifteen years. I used to be your worst critic, now I'm your strongest supporter—best thing to ever happen to comptroller career field, etc." You also need to talk to the lieutenants who got their first real taste of leadership. Ask them about the value of a strong NCO in a crisis situation. These are young officers that had all the *book* sense then got a hard dose of maintaining composure under pressure. What they did not learn about comptrollership, they made up for in leadership training. The real selling point of TOP DOLLAR is not just the teams receiving the training. Ask anyone who has served as a role player or evaluator about their TOP DOLLAR experience. Their critiques are equally vocal on the value of what they learned. I would go as far to say that it is

impossible to come to a TOP DOLLAR and not learn something that will make you not only better functionally, but a better, more productive Air Force member.

Finally, TOP DOLLAR training should be imbedded in every wing's exercise program and evaluated during Operational Readiness Inspections. In days past, when a wing initiated a contingency exercise (CONEX), comptroller and contracting personnel were tasked to augment civil engineers or security police and train on filling sand bags or air base ground defense. Incorporating TOP DOLLAR-type scenarios in these exercises allows us to use the wing CONEX as a training ground for comptroller and contracting contingency training. Additionally, the current effort to develop new *scenario based on-the-job training (OJT)* guides should afford all comptroller personnel TOP DOLLAR type training as they hone their skills to perform day-to-day business. We have more comptroller and contracting personnel deployed on a consistent basis today than at any other time and there is no relief in sight. If you haven't been deployed yet, chances are good you will get your opportunity. It is imperative your comptroller and contracting commanders have a training program in-place to prepare you for contingency operations.

I believe a prerequisite for our commander billets should be to have served as a role player or evaluator at a TOP DOLLAR competition. This is one exercise you have to *live* to understand its

true merit. I have yet to see anyone come to a TOP DOLLAR competition and not leave a convert. To Air Force comptroller and contracting senior leadership—you must continue to support this vital training. My personal opinion is the training should be *institutionalized* and run by a dedicated full-time staff. Perhaps it is time to consider expanding the training to more of a Base Operating Support exercise and formally incorporate public affairs, personnel, legal, and the like. There is even an argument to marry up the competition with the existing Readiness Challenge which trains our civil engineers and services personnel. Whatever the future holds, we must find ways to maintain the momentum we have generated over the last three years as TOP DOLLAR moves to a bi-annual Air Force competition. Is our investment in Top Dollar training paying off? According to those who have returned from deployments the answer is a resounding Yes!

¹The OPLAN is the Operation PLAN developed to conduct joint military operations. It is used to develop an operations order and execute the operation. It will include deployment and employment phases. It includes all required functional annexes, appendices, and a supporting Time Phased Force Deployment Data (TPFDD) file that identifies the resources (people and material) required to accomplish the objectives of the OPLAN.

Team Vance—The Team That Could!

by Second Lieutenant Zun-May Woo

In May 1996, the 71st Comptroller Flight made one of the toughest decisions when it decided to field a team to the AETC TOP DOLLAR Competition. The competition was eight weeks away and Team Vance was born. Little did anyone know what impact this one decision would have on the entire unit, the Wing, the Command, and so many others.

Vance is one of the smallest wings in the Air Force. With only 13 military and 7 civilians, Team Vance was barely able to fill positions out of the 7-member team. The DFAS function had already consolidated to Omaha, Nebraska, and military contracting did not exist at Vance. Hence, we resorted to our supporting OPLOC, DFAS-Omaha, to fill the accounting slot and turned to the Air National Guard to fill the two contracting positions. Four weeks before the competition, Team Vance had all its members in place, but still had one slight problem—the entire team was spread out over three geographic locations. We used our mornings before work, what time we could spare throughout the day, and the weekends for training and preparation. The office put forth a lot of energy and sacrificed much of their personal time to help us prepare. I also spent a good amount of time either on the phone or by the fax machine in an attempt to keep the three external team members as equally informed as possible. We followed the Rules of Engagement as guidelines for preparation, researched our regulations, and scheduled as many classes as possible in the different areas of evaluation. Finally, the whole team did unite, five days before the competition. We spent a majority of the time reviewing the different categories, counting forms, and assembling our LOGDET and Contingency Contracting Kits. When we left, our kits were in place, bags packed, and spirits high. Confidence was a little shaky because we had entered the race so late and had little time together. The true test of our knowledge, skill, teamwork, endurance, patience, and most of all, preparation awaited us.

Competition at Little Rock was intense, and with this being my first deployment exercise, I didn't have a clue of what to expect, except the unexpected. Little Rock transformed into Batman, Turkey, and before we knew it, we were providing financial and contracting support to deployed forces and operating in a contingency environment with the threat of chemical attacks imminent. We endured long, stressful business days, sweltering heat, chemical attacks, terrorist raids, and restless nights. In the end, when all the dust settled, and we were announced as the winners, I really couldn't believe what had happened. We had won, and were going on to represent AETC at the Air Force competition. What did it—**having the best teamwork.**

Team Vance—The Team That Could! (Continued)...

Even though we had won at the MAJCOM, that competition pointed out some serious weaknesses and deficiencies with our team, mainly in General Military Skills. If I was to lead this team into the Air Force competition, we needed special preparation to be competitive at that level. At the beginning of the fiscal year, I recognized that I had six weeks to get the TOP DOLLAR Team, now Team AETC, to where we needed to be. With the lessons learned from the MAJCOM competition, this was the time to strengthen every weakness and smooth every rough spot. We turned to the functional experts in each category and provided feedback from the competition so they could turn around and train us accordingly. We still dipped into our regulations, especially with all the changes and updates to the publications. At the same time, the team faced the possibility of losing a team member due to a prolonged leg injury. Each team member felt the loss when the probability became reality, but with an alternate already in place,

Even though we had won at the MAJCOM, that competition pointed out some serious weaknesses and deficiencies with our team, mainly in General Military Skills

everyone bounced back and maintained focus. Physical

fitness became our greatest area of emphasis, primarily for performance on the obstacle course, but more so for the benefits of conditioning and endurance. We aimed at staying one step ahead of ourselves—developing quick reference guides within each subject matter area (SMA), outlining instructions on performing big tasks and creating continuity binders. Communication with our Guard and DFAS team members was imperative as I sent them copies of all messages,

Leading a composite team took persistence, patience, and a great deal of trust.

correspondence, and training aids. When the entire team was together, we conducted practical applications of each category in General Military Skills and discussed amongst ourselves procedures for possible integrated scenarios.

From the very beginning, I was told repeatedly "it's the big bases that win these competitions." And for the Air Force competitions, "it's the MAJCOM host bases that tend to take the championship" because they have the manpower to select the cream of the crop and the large staff to allow the team to focus on training. Coming from one of the smallest bases in the Air Force, Team AETC had one eligible member to fill each

SMA, but we wanted to do well—regardless of our base size. Granted, we didn't have the luxury to hide away the team and train for eight hours each day, but Team AETC had a unique style. We had members who cared about their jobs, believed in themselves, believed in each other, and wanted to be as strong as the strongest link. The individual characters complemented each other, and that, by itself, gave the team character. The real training came from doing the job and getting that hands-on experience. Leading a composite team took persistence, patience, and a great deal of trust. I couldn't see what our external team members were doing at their jobs, but in talking to them everyday, their enthusiasm and dedication to the team told me that they had high standards for themselves and took this competition seriously. Nevertheless, I couldn't have led this team without the undying support from the 71st Comptroller Flight, the Kansas Air National Guard, the Air National Guard Bureau, the DFAS-Omaha Operating

We had members who cared about their jobs, believed in themselves, believed in each other, and wanted to be as strong as the strongest link.

Location, the AETC staff, Altus AFB Security Police Training

Division, and most certainly, the 71st Flying Training Wing. Together, the members of these organizations made Team AETC the 1996 Air Force TOP DOLLAR Champions.

Looking back, TOP DOLLAR has been and probably will be one of the best experiences in my Air Force career, even if it's only been a year-and-a-half. TOP DOLLAR has nearly dominated

the last six months of my life, but the whole process has taught me about leadership, teamwork, deployment, and most of all, myself. When talk of TOP DOLLAR first went around the office, mainly to determine who would be on the team, and who would be the Team Chief, I crossed my fingers and hoped I would not be chosen. But with this being the first year to have an officer on each team, escape

was impossible. No amount of talk to ease the tensions running through my mind could convince me of the value of this experience. I had to live through it to believe it. Placing an officer on the team is important because in a real world situation, anyone can deploy. Ask me now, if I had to do TOP DOLLAR all over again, I'd do it in a heartbeat. One decision, from May 1996, has made all this possible.

FM



Air Force TOP DOLLAR champions, Team Vance, at the awards ceremony held on Randolph AFB TX, 22 November 1996. (USAF Photo by Angelica Delgado)



Senator James M. Inhofe of Oklahoma poses with 2Lt Zun-May Woo, SSgt Ryan Y. Sakagawa, SSgt Michael H. Knaack, and A1C Timothy S. O'Rourke while visiting Vance AFB OK on 16 January 1997.

FOCUS—On Travel

by Lieutenant Colonel Steve Johnson, SAF/FMPC

The more publicized issues in the travel business are the Defense Travel System (DTS) deployment in calendar year 1998 and our ongoing successes with the travel reengineering pilot sites. However, there are two other hot travel issues keeping our attention. The first is General Fogleman's initiative to gather TDY data to better measure the Air Force's OPTEMPO commitment and the second initiative is Dr Hamre's direction that travel voucher computation sections switch to a random method of auditing travel vouchers and to collect management data.

To quote General Fogleman, *Tracking time away from home station for our service members is very important to the Air Force in resolving quality of life issues and force structuring.* In a combined effort by HQ-DFAS, DFAS-DE, AFPC, and SAF/FMP, a three-pronged approach to gather TDY accumulator data has been successfully developed and deployed.

For the first step, DFAS-HQ modified the Integrated Automated Travel System (IATS) so the data could be captured. AFPC took the second step by creating daily file transfer procedures enabling travel computation personnel to forward the data captured by IATS directly to AFPC. In the third and final step, DFAS-DE, SAF/FMP, and AFPC communicated step one and two procedures throughout the Air Force.

After working through a few growing pains and minor modifications to software and procedures, it looks like our data gathering efforts are successful. AFPC is gathering information to fill in data for certain Air Force Reserve travel and travel funded by other DoD agencies. It appears our efforts have been successful but continuing support from base level travel computation offices to ensure this important data is captured and reported daily.

We're looking to be as successful with the Travel Voucher Random Audit initiative. You may have seen Dr Hamre's article in the Fall 1996 issue of the *Armed Forces Comptroller* magazine on this important topic. Dr Hamre points out that, as opposed to conducting 100 percent audits, random audit procedures have become a standard, efficient, quality assurance method in the business world. According to the USD Comptroller, *the new policy for random audits will actually strengthen financial controls.*

He goes on to state that the key criteria for making random audit viable and effective are: (1) developing and implementing a valid random sampling plan, (2) recording statistical results, (3) taking action to correct errors found on the claims in the sample, and (4) analyzing trends found in sample to identify and correct administrative and systemic problems in the process. *Random audit procedures do not guarantee 100 percent certainty. Rather the intent is to provide an assessment of the overall system integrity, within certain levels of confidence.*

We sent travel voucher random audit procedures to the field almost a year ago and we're learning and getting better at the new processes each month. Training is the key to program success so we are stepping-up our efforts to help ensure all installation travel computation sections understand the processes, from data gathering and reporting to correcting local trends to making recommendations to higher headquarters. At the end of March, personalized training was provided throughout the active duty Air Force and, by the end of April, we will complete our training with the Reserve Components.

To steal a quote from the quality movement, after the training we're looking for *continuous improvement* in our data gathering techniques, crossflow of information, and problem solving. Continuous improvement in the travel voucher random audit effort is especially important because the innovation is planned for other processes, to include the purchase card.

When the Defense Travel System is fully deployed, DFAS will evolve to random postpayment audits, fashioned after current prepayment efforts. Prepayment audits will not be required since system edits will catch most errors currently allowed by our travel computation software.

For more information, contact your MAJCOM POC or the Air Force action officer, Lt Col Steve Johnson at DSN 224-5399 or E-Mail, johnsosh@af.pentagon.mil. Other information on travel voucher random audit policy and DoD travel reengineering is on the world wide web at www.dtic.mil/dodtravel/.



Lieutenant Colonel Steve Johnson is a Comptroller Staff Officer assigned to the Comptroller Support, Accounting & Banking Directorate, SAF/FMPC, and is responsible for Air Force travel policy and procedures. Recent assignments include HQ ACC/FMA, Langley AFB VA; 4404CW(p)/FM, Dhahran, Saudi Arabia; and 28 CPTS/CC, Ellsworth AFB SD. He is a member of the Washington Chapter of ASMC and a life member of the AFA.

CY97 Comptroller Commander Nominees

Lt Col Daniel P. Barnett (AMC)
Lt Col Martha M. Beatty (AETC)
Lt Col James A. Behring (AWC)
Lt Col Keith R. Bell (HAF)
Lt Col Roger A. Bick (AWC)
Lt Col Danny M. Branch (AFMC)
Lt Col John F. Conroy (AFELM)
Lt Col Don D. Davis (AWC)
Lt Col Andrew L. Detrick (HAF)
Lt Col John C. Frye, Sr (ACC)
Lt Col Bruce K. Holland (PACAF)
Lt Col Paul G. Hough (AETC)
Lt Col Lee A. Iverson (AFMC)
Lt Col Paul A. McClure (PACAF)
Lt Col Michael D. McKee (ACC)
Lt Col Darryl S. Middleton (AMC)
Lt Col Oswaldo Y. Mullins (AWC)
Lt Col Stephen M. Passarello (AFMC)
Lt Col Maryetta D. Pesola (ACC)
Lt Col Gary L. Phillips (USAFE)
Lt Col Virginia Rampley (AFSOC)
Lt Col Bruce A. Schroeder (DFAS)
Lt Col James R. Sims, Jr. (AFMC)
Lt Col Charles B. Venable (USSOCOM)
Lt Col Margaret T. Wallace (AFSPC)
Lt Col Randall E. Wise (AFMC)

Maj Delane A. Abang Aguilar (ACSC)
Maj Ferg M. Alleman, III (AFMC)
Maj Mark Anthony (PACAF)
Maj Jeffrey A. Bryan (AETC)
Maj Neil D. Carter* (HAF)
Maj Susan C. Chavers (ACSC)
Maj Barbara J. Gilchrist* (HAF)
Maj James G. Godrey* (AMC)
Maj Kenneth P. Grosselin, Jr. (HAF)
Maj Eric S. Gutzaait (ACC)
Maj Sheila E. Henderson * (ACC)
Maj Donna K. Jones* (AETC)
Maj Philip R. Langham* (ACC)
Maj Adelaida Lopez (AFMC)
Maj Diane M. McDaniels* (USAFE)
Maj Michael E. Phelps (ACSC)

Maj Debra D. Planck* (ACC)
Maj Clifton D. Rhodes (ACC)
Maj Maritza Rivera* (ACSC)
Maj Todd W. Robison (PACAF)
Maj Terry L. Ross (ACSC)
Maj Roy J. Sanders* (ACC)
Maj John C. Singaas* (USAFE)
Maj James L. Sisson (HAF)
Maj Barry E. Sterling (AETC)
Maj Thomas E. Vereb (AETC)
Maj Joseph M. Ward, Jr. (ACSC)
Maj Sylvia C. Wardley-Niemi* (AFMC)
Maj Carol J. Wolosz* (AFPC)

*Lt Colonel Select

Congratulations!

The Financial Management & Comptroller 1996 Awards

Financial Management & Comptroller of the Year



Lt Colonel Darryl S. Middleton
436 AW/FM (AMC)
Dover AFB DE

Financial Analysis Officer, Airman, & Civilian of the Year



2Lt Darral W. Brown
60 AMW/FMA (AMC)
Travis AFB CA



TSgt Robert D. Lee, Jr.
26 IG/FMA (AIA)
Ramstein AB GM



Ms Pauline N. Bazdanes
ESC/FM (AFMC)
Hanscom AFB MA

Financial Services Officer, Airman, & Civilian of the Year



1Lt Christina M. Collins
12 CPTS/FMF (AETC)
Randolph AFB TX



SMSgt Edward M. Terek
12 CPTS/FMS (AETC)
Randolph AFB TX



Ms M. Frances Smith
WR-ALC/FMFAP (AFMC)
Robins AFB GA

Accounting & Finance Officer, Airman, & Civilian of the Year



Lt Col Robert D. Watson
607 AFS/FMF-1 (PACAF)
Osan AB KS



TSgt Clarence W. Hayes, Jr.
26 AFS/RAFMQ (USAFE)
Ramstein AB GM



Mr Richard N. Jensen
26 AFS/RAFA (USAFE)
Ramstein AB GM

The Financial Management & Comptroller 1996 Awards



Maj Brian Shimel
SMC/FM (AFMC)
Los Angeles AFB CA



Mr Richard K. Hartley
SAF/FMCCA
Washington DC

**Acquisition Costing
Military & Civilian
of the Year**



Mr Keith Y. Oda
HQ USAFA/FMN
USAF Academy CO



Ms M. Sonia Jones
12 CPTS/FMA (AETC)
Randolph AFB TX

**NAF Analysts
of the Year**

**MAJCOM and
Installation Level**



Maj David V. Rath
AMCFSS/FMBT
Scott AFB IL



MSgt Donald V. Otey, Jr.
HQ ACC/FM
Langley AFB VA



Mr David W. Sembach
HQ USAFE/FMAOM
Ramstein AB GM

**Outstanding
Contribution to
Financial Management
& Comptroller
(Officer, Airman, &
Civilian)
(MAJCOM Level)**



Lt Col Michael A. Benjamin
SAF/FMCCA
Washington DC



Mr Philip Stratmann
SAF/FMBOO
Washington DC

**Outstanding
Contribution to
Financial Management
& Comptroller
(Military & Civilian)
(SAF Level)**



The Financial Management & Comptroller 1996 Awards

Outstanding
Contribution
to AF Financial
Management & Comptroller
(Outside the DAF)



Capt Christopher M. Coombs
National Reconnaissance Office
Chantilly VA

Resource Advisors of the Year
(MAJCOM and Installation Level)



Ms Patricia M. Campbell
HQ ACC/DRM
Langley AFB VA

No Photo Available

TSgt Linda M. Lindsey
52 LSS/LGLOR (USAFE)
Spangdahlem AB GM

Educator of the Year



Capt James H. Dennedy
AFIT/LSQ (AETC)
Wright-Patterson AFB OH

Author of the Year



Lt Col Donald N. Gerhart
SAF/FMP
Washington DC

The Financial Management & Comptroller 1996 Awards

Financial Management & Comptroller Organization of the Year

45 CPTS/FM (AFSPC)
Patrick AFB FL



Financial Analysis Office of the Year

97 CPTF/FMA (AETC)
Altus AFB OK



Financial Services Office of the Year

1 CPTS/FMF (ACC)
Langley AFB VA



Accounting & Finance Office of the Year

605 AFS/FMF (PACAF)
Yokota AB JA



Disbursing Agent Office of the Year

422 ABS/FMF (USAFE)
RAF Croughton UK



Special Acts and Services

HQ AFMC/FMA
Wright-Patterson AFB OH

16 CPTS (AFSOC)
Hurlburt Field FL

31 FW/FMA (USAFE)
Aviano AB IT

325 FW/FMF (AETC)
Tyndall AFB FL

437 AW/FMA (AMC)
Charleston AFB SC

4404 WG(P)/FM (ACC)
Prince Sultan AB, Saudi Arabia

Runners-Up Financial Management & Comptroller Awards

Financial Management & Comptroller of the Year:

Capt James W. O'Brien
39 WG/FM (USAFE)
Incirlik AB TU

Financial Analysis Officer of the Year:

Capt Jay B. Helming
48 CPTF/FMA (USAFE)
RAF Lakenheath UK

Financial Analysis Airman of the Year:

TSgt James T. Parker
SWC/XRMB (AFSPC)
Falcon AFB CO

Financial Analysis Civilian of the Year:

Mr Ronald Jackson
31 FW/FMA (USAFE)
Aviano AB IT

Financial Services Officer of the Year:

1Lt Theresa L. Hoeft
45 CPTS/FMF (AFSPC)
Patrick AFB FL

Financial Services Airman of the Year:

MSgt Richard B. Dale
1 CPTS/FMFL (ACC)
Langley AFB VA

Financial Services Civilian of the Year:

Ms Karyn M. Rotzinger
436 AW/FMF (AMC)
Dover AFB DE

Accounting & Finance Officer of the Year:

Maj Anthony V. Levy
26 AFS/CC (USAFE)
Ramstein AB GM

Accounting & Finance Airman of the Year:

TSgt Christopher M. Blanchard
605 AFS/CC (PACAF)
Yokota AB JA

Accounting & Finance Civilian of the Year:

Mr Kevin J. Banuilo
605 AFS/CC (PACAF)
Yokota AB JA

Acquisition Costing Military of the Year:

Maj Linda K. Huggler
AFCAA
Arlington VA

Acquisition Costing Civilian of the Year:

Mr John M. Vollmer
HQ AMC/FMPC
Scott AFB IL

NAF Analyst of the Year (MAJCOM Level):

Maj Matthew S. Ralph
HQ USAFE/FMAM
Ramstein AB GM

NAF Analyst of the Year (Installation Level):

Ms Nancy L. Perry
30 CPTS/FM (AFSPC)
Vandenberg AFB CA

Outstanding Contribution to Financial Management and Comptroller—Officer (MAJCOM Level):

Lt Col John P. Davis
HQ AETC/FMF
Randolph AFB TX

Outstanding Contribution to Financial Management and Comptroller—Airman (MAJCOM Level):

MSgt Karen M. Fish
HQ AFSPC/FMFS
Peterson AFB CO

Outstanding Contribution to Financial Management and Comptroller—Civilian (MAJCOM Level):

Ms Debra S. Garves
HQ PACAF/FMA
Hickam AFB HI

Outstanding Contribution to Financial Management and Comptroller—Military (SAF Level):

Maj Neil D. Carter
SAF/FMBP
Washington DC

Resource Advisor of the Year (MAJCOM/FOA/DRU Level):

Maj Denise L. Burton
HQ AFSPC/SC
Peterson AFB CO

Resource Advisor of the Year (Installation Level):

Ms Linda Mobley
97 SUPS/LGSPF (AETC)
Altus AFB OK

Author of the Year:

Ms Paulette Pinkard
AFPC/DPKCA
Randolph AFB TX

Financial Management and Comptroller Organization of the Year:

55 CPTS (ACC)
Offutt AFB NE

Financial Analysis Office of the Year:

31 FW/FMA (USAFE)
Aviano AB IT

Financial Services Office of the Year:

AFDTC/FM (AFMC)
Eglin AFB FL

Accounting and Finance Office of the Year:

32 AFS/RAFO (USAFE)
Incirlik AB TU

Disbursing Agent Office of the Year:

497 CTS/CC (PACAF)
Singapore

Area Audit Office Excellence Award

The Area Audit Office Excellence Award recognizes those area audit offices that made a difference in achieving the AFAA value statement of *providing world-class audit service to our customers through dedication, innovation, and teamwork*. The award is based on meeting or exceeding criteria in four categories: operational results, customer focus, human resources, and innovation. Competition is against a standard of excellence and not against each other. Therefore, all area audit offices meeting the standard of excellence receive the award.

Dover AFB Area Audit Office
Dyess AFB Area Audit Office
Hill AFB Area Audit Office
RAF Lakenheath Area Audit Office
Little Rock AFB Area Audit Office
Luke AFB Area Audit Office
Nellis AFB Area Audit Office
Peterson AFB Area Audit Office
Robins AFB Area Audit Office
Tinker AFB Area Audit Office
Travis AFB Area Audit Office

Centrally Directed Audit Division Excellence Award

The Centrally Directed Audit Division Excellence Award recognizes those divisions that have made a difference in achieving the AFAA value statement of *providing world-class audit service to our customers through dedication, innovation, and teamwork*. The award is based on meeting or exceeding criteria in four categories: operational results, customer focus, human resources, and innovation. Competition is against a standard of excellence and not against each other. Therefore, all divisions meeting the standard of excellence receive the award.

AFAA/FSA
Communications and Information Division

AFAA/FSC
Financial Management Division

AFAA/FSE
Engineering and Environment Division

AFAA/FSO
Support Operations Division

AFAA/FSP
Personnel Services and Health Care
Division

AFAA/QLD
Development Division

AFAA/QLF
Materiel Financial Management Division

AFAA/QLM
Maintenance Division

AFAA/QLS
Supply Division

Air Force Audit Agency

Fiscal Year 1996 Awards



Centrally Directed Audit Team of the Year

The Centrally Directed Audit Team of the Year recognizes those Centrally Directed Audit projects that have made a difference in achieving the AFAA value statement of *providing world-class audit service to our customers through dedication, innovation, and teamwork*. The award is based on a subjective assessment of significance of a Centrally Directed Audit project which resulted in an Air Force Report of Audit. Respective Assistant Auditors General evaluate nominations and select the Directorate Centrally Directed Audit project team of the year. The Auditor General of the Air Force approves the award.

Aircraft Maintenance Training Within the Air National Guard AFAA/QLM Project 96062024

Wayne Dennis, Associate Director
Larry Monson, Program Manager
Charles Warren, Jr., Audit Manager
Valerie Carstens, Keesler AFB
Steven Cox, Hill AFB
Patrick Fravel, McGuire AFB
Laura Freeman, Andrews AFB
Ava Jefferson, Scott AFB
Jean Pena, Eglin AFB
Charlene Hall, QLM Secretary

Review of the Fund Control Process AFAA/FSC Project 96053003

Robert Dawes, Associate Director
Donna Edsall, Program Manager
Chad Gillies, Audit Manager
Marcela Hernandez, Audit Manager
Fannie Van Hynning, Audit Manager
Michael Petersen, Audit Manager
Julie Hogan, Asst Audit Mgr
W. Troy Hubbard, Asst Audit Mgr
Mary Ann Simmons, Asst Audit Mgr
Victoria Walker, Asst Audit Mgr
John Knapp, Offutt AFB
Manuel Amaral, Hanscom AFB
Arnold Pettis, Patrick AFB
Wendell Jones, Wright-Patterson AFB
Kimberly Maes, Offutt AFB
David Harris, Wright-Patterson AFB

Local Audit Project Team of the Year

The Local Audit Project Team of the Year recognizes those local audit projects that made a difference in achieving the AFAA value statement of *providing world-class audit service to our customers through dedication, innovation, and teamwork*. The award is based on a subjective assessment of a local project's significance. One recipient is selected for each field audit region.

AFAA/FDE - Eastern Audit Region

Management of USAFE War Reserve
Materiel (WRM)
Ramstein AB Germany and
RAF Lakenheath England

AFAA Area Audit Office
Ramstein AB
Andrew Giancola, Office Chief
Thomas Kinzig, Branch Chief
Janet Sembach, Auditor in Charge
Ronald Mesko, Auditor

AFAAA Area Audit Office
RAF Lakenheath
Gray Coyner, Office Chief
Todd Hulshizer, Auditor in Charge
John Cubbison, Auditor

AFAA/FDW - Western Audit Region
Electronic Scoring Site (ESS) Vulnerability
Periods
AFAA Area Audit Office, Nellis AFB

Jerry Schostag, Office Chief
Sarah O'Donnell, Audit Clerk
Victoria Walker, Co-Project Manager
Margie Kirkegard, Co-Project Manager
Bobbi Becker, Auditor, Langley

AFAA/QLR - Materiel Audit Region
Management of Readiness
Spares Package Authorizations
AFAA Area Audit Office, McClellan AFB

William D'Elia, Office Chief
Ray LaFlam, Branch Chief
Dan Rawlings, Auditor in Charge
Vanessa Russell, Audit Clerk



NOTES FROM THE:

Deputy Assistant Secretary, Budget

by Major General George T. Stringer

Omnibus Reprogramming. By the time you read this, the Air Force will have prepared its FY97 Omnibus reprogramming request. The reprogramming offers a chance to fix critical unfunded requirements in the execution year—requirements essential to sustain readiness and/or to protect our modernization accounts. Requirements will be built from MAJCOM BER input as well as other staff recommendations. The Air Force *corporate* structure will then validate those requirements and approve the necessary offsets. OSD should begin its review of the package in mid-April aiming at a Congressional submission in late May or early June. The committees typically complete action by mid to late summer.

The Contingency Challenge. Contingency operations continue to present financing challenges. As we reach the halfway point this fiscal year, here's what we know. Total FY97 DoD contingency requirements are \$3.3B—for the major participants, Army requirements are \$2,070.2M; the Air Force total is \$813.5M. Air Force's largest requirements are in Southwest Asia (\$473.4M) and Bosnia (\$328.1M). Congress appropriated \$1.3B to DoD for contingencies. The remaining \$2B will be funded through a DoD Supplemental. This will support operations in Bosnia (\$1.9B) and Southwest Asia (\$124M). Both the Army and the Air Force have a significant stake in the Supplemental (in excess of \$950M and \$650M, respectively) with the rest divided among the Navy, the Defense Agencies, and the Defense Health Program. Timing of Congressional action on the Supplemental request is uncertain but, as this is written, OSD is working with Congress to achieve quick approval.

Financial Information Resource System (FIRST) Update. Air Staff, MAJCOM, and Installation program-budget participants baselined the *To-Be* model 9-12 December 1996, to ensure that the model represented all known business processes desired by the customer base. We slipped the follow-on systems requirements definition process from February until May to take advantage of stabilized Phase I—Funds Management requirements from the Single Agency Manager developers. Both functional analysts and software developers are still learning a new meth-

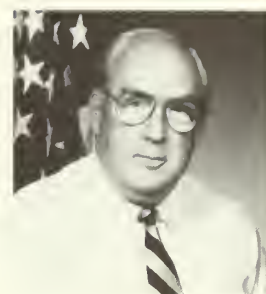
odology for communicating detail requirements needed in using modern software engineering tools. The FIRST Project Management Office (PMO) expects to complete the necessary documentation to reschedule the requirements definition process in May. In a parallel effort, AF/SC is sponsoring an independent assessment of our approach to ensure we are getting the right capability. It addresses questions such as appropriate software development methodology (Ada programming language versus evolutionary development approach, etc.). We expect a report after 60 days.

Personnel Legislation. The FY97 appropriation provided significant support for improved pay compensation. New and increased programs include: Vehicle storage in lieu of transportation for members sent overseas; 4.6 percent increase to BAQ; Variable Housing Allowance for high cost areas; dental officer's special pay increase; privately owned vehicle round trip travel allowance for people traveling to a port to ship a vehicle; and a dislocation allowance increase to 2.5 months BAQ. Our FY98 budget requests Congressional consideration of a 2.8 percent pay raise and two cost-neutral changes—Basic Allowance for Subsistence (BAS) reform and an enhanced Overseas Tour Extension Incentive Program (OTEIP). BAS reform ties the current subsistence allowance to a more credible food cost index. BAS increases would be limited to one percent per year until parity is reached between enlisted BAS and the new index, currently \$186 per month. Savings would be paid to members receiving subsistence in-kind under a new BAS partial allowance. This would insure equitable compensation for all enlisted members by providing a supplemental allowance to dormitory personnel and the like. The enhanced OTEIP would pay up to \$2,000 per year for enlisted members at remote sites and in critical skills to extend overseas. This saves PCS costs and promotes stability for overseas units and families through a voluntary program tied to increase compensation. The program also retains the "home leave" alternative options.

NOTES FROM THE:

Deputy Assistant Secretary, Cost & Economics

by Mr LeRoy T. Baseman



Activity-Based Costing

Activity-based costing (ABC) is a full product/service costing concept that has been employed by private industry for a number of years. ABCs success and spread has been enhanced by the increased visibility over product costing it allows managers to realize. Additionally, continuous process improvement decisions are greatly enhanced with ABC, and knowledge of profitability allows management to make decisions about product elimination or process change with the benefit of cost and performance information.

The Assistant Secretary of the Air Force for Financial Management (SAF/FM) has realized the potential of ABC in several areas. First and foremost, recent Outsourcing and Privatization (O&P) initiatives have forced functional managers to prepare a baseline of current operations that show the potential for outsourcing or privatization. Preparing a baseline using activity-based costing techniques forces the functional analyst to identify activities within a process and cost these activities. Once the process modeling is accomplished, the analyst has 95% of the work accomplished for the Performance Work Statement (PWS). No other tool goes as far as ABC in assisting the analyst in gaining knowledge about his work environment or laying the foundation for the PWS and most efficient organization (MEO), both of which are required for A-76 studies.

The second area of potential ABC usage is at the base-level by commanders desiring to know the cost and performance of processes, products, and services within their organizations. The insight provided from using the ABC methodology will help commanders as they determine how to improve operations.

The challenge for SAF/FM is to provide the expertise in ABC and related methods that will certainly be demanded by analysts in the field responding to O&P and business process

improvement initiatives. SAF/FM has designated SAF/FMCE as the focal point for developing the expertise and pointing persons in the right direction for ABC assistance. A staff of four persons within SAF/FMCE are trained and can provide consulting services (including on-site assistance) to those needing assistance in a range of questions from *Should I do an ABC study?* to *What contractors are available to help me with an ABC effort?* to *How long should a study of this activity take and how much should it cost?*

Classes sponsored by SAF/FMCE will be offered throughout the year. The first course in activity-based costing was held in Crystal City at the Air Force Cost Analysis Agency during the week of 11-14 February 1997. The response for the course was overwhelming and the next course will occur in the June/July timeframe. As well as sponsoring the ABC course, SAF/FMCE will be hosting the annual Economic Analysis Workshop in April. This particular workshop, hosted by Kirtland AFB, will be O&P flavored and provide a wide range of tools for analysts to use. A speaker from the AFCQMI at Randolph AFB, TX will be present to address O&P concerns.

Finally, if you haven't done so already, you should access the Air Force's Activity-Based Costing homepage on the worldwide web. The address is <http://www.saffm.hq.af.mil/SAFFM/FMC/abc.html>. SAF/FMCE has topics on that site such as: what is ABC/ABM?, the FM Role in O&P, the AF Handbook on ABC, ABC Training Opportunities, an ABC Dictionary, Who's Involved in ABC within the Air Force, an ABC Data Warehouse, and Review of ABC Software Models, and a comprehensive ABC Bibliography. All topics are active and subject to update/improvement based on new developments and user feedback.





NOTES FROM THE:

Deputy Assistant Secretary, Financial Operations

by Mr John J. Nethery

The General Services Administration (GSA) has released for comment a draft statement of work that would change the way the Federal government contracts for charge and credit account services. The new contract being developed will be a multiple vendor contract award for each of its charge and credit account programs—travel, purchase, and fleet service card. GSA's new procurement strategy is designed to:

- Provide Government agencies access to advances in technology and to take advantage of evolving technologies, new services, and outsourcing opportunities as they become available in the marketplace.
- Enhance competition and encourage industry to develop services that streamline Government operations.
- Acknowledge the diversity of Government operations and requirements by providing agencies the option to select the appropriate commercial services for their operations.

The Under Secretary of Defense (Comptroller) established a General Officer Steering Committee, under the direction of the Director, Performance Measurement and Results, to oversee the review and implementation of the next GSA contract for travel, purchase, and fleet service cards. These cards are better known within DoD as the AmEx, IMPAC, and fuels cards, respectively. DoD requirements are being identified and forwarded to GSA as they work through the award process of this contract.

Although the contract will be awarded to multiple contractors for each business line, the Air Force is supporting the concept that DoD only select one contractor for each of the areas (travel, purchase, and fleet service). It is felt that this is necessary for a variety of reasons including:

- Possible differences in services and service levels provided by the various vendors including ATM availability, acceptability of a particular card, and technological advances.

- Loss of potential price breaks because of insufficient economies of scale.
- Nonstandard business practices across the Department—policies, training, etc. This would be most readily noticed in joint commands and operations.

One new addition to the travel card portion of the contract supported by DoD is to allow the vendor to perform a credit check on individuals applying for a new card. It is proposed that a portion of the decision process to issue a new travel card would be a credit check to determine solely if there is an *adverse history*, not if there is *no history*. This would be a *neutral* check, thus there would be no annotation on the credit record of the results thus no credit consequence of the check. The government agency program coordinator (APC), as the commander's representative, or the commander would make the final determination as to whether the individual would get the card. An alternative to the travel card would be provided in the contract such as a stored value card which could be offered in lieu of a travel card or cash advance. The steering group has felt that this approach answered many of the concerns initially raised about credit checks and offered a potential reduction to the costly delinquency problem.

The Fleet Service Card portion of the contract will be used as a ground fuel card within DoD and will not be used for aviation fuel or ship fuel. A separate DLA card will be used for these services. The Purchase Card is essentially the same as the present IMPAC card with incentives for the vendors to offer features and develop technology enhancements.

The complete draft Statement of Work can be found on the GSA Home Page at the following internet address: <http://pub.fss.gsa.gov/fm/future/index.html>.



NOTES FROM THE:

Auditor General of the Air Force

by Mr Jackie R. Crawford



Changes in Air Force-Wide Audit Structure

We recently reevaluated our structure for providing centrally directed audit (multisite) coverage and made some adjustments. In addition to the recent Air Staff reorganization, other factors influencing our changes include ongoing AFAA downsizing, previous command-level changes, new focus areas (e.g., space) emanating from the Air Force long-range planning effort, and continuing heavy financial audit workload. Primarily, the changes entail realigning some functional area responsibilities and renaming selected AFAA activities.

Information Technology Audits

We are consolidating information technology audits under our Wright-Patterson AFB directorate. In the past, computer-related audit responsibility was split between our directorates at Wright-Patterson AFB and March ARB. Since the Standard Systems Group was previously realigned under Air Force Materiel Command, this change brings us in line with the current Air Force structure and should provide better support to our clients through enhanced coordination and planning.

Increased Focus on Space Operations

As the Air Force puts more emphasis on space and operationalizes space, we need to increase our audit coverage in selected areas. Previously, we devoted most of our efforts to auditing space systems acquisition, but areas such as communications, software management, and system maintenance will warrant increased future audit coverage. Accordingly, I have assigned responsibility for auditing space operations to our Financial and Support Audits Directorate at March ARB.

Financial Systems Audits

Our heavy financial audit workload, along with the need for quick responses to HQ USAF officials, prompted realignment of five positions to Andrews AFB. This activity will conduct general fund-type financial systems audits as well as special projects and report through our Financial and Support Audits Directorate at March ARB.

Organization Name Change

Because of shifts in audit responsibilities and workload, we have changed the name of our Acquisition and Logistics Audits Directorate (AFAA/QL) at Wright-Patterson AFB to the Materiel and Systems Audits Directorate (AFAA/MS). The subordinate elements of this directorate are:

Supply and Transportation Division

Procurement Division

Maintenance Division

Information Systems Division

Materiel Financial Management Division

Materiel Audit Region

In summary, we have adjusted our structure to most effectively apply our available resources to the highest priority Air Force audit requirements. Fortunately, we were able to make the changes by redrawing organizational lines or moving vacant positions which minimized the disruption normally associated with a restructure.

FM



NOTES FROM THE:

Director, Defense Finance and Accounting Service—Denver Center

by Mr John S. Nabil

Electronic Document Management (EDM)—the segment of electronic commerce that utilizes the latest optical technology for paperless exchange of financial information to save both time and money.

EDM became operational for vendor pay production at the Defense Finance and Accounting Service (DFAS) Omaha Operating Location (OPLOC) in January 1997 with active file conversion performed by the Defense Automated Printing Service (DAPS). Full implementation will be phased-in between January and March 1997. The conversion consisted of changing the vendor pay documents to digital images by means of a high speed scanner. The images were then indexed to identify each document for retrieval and processing. Invoices, receiving reports, and obligation documents sent to the Omaha OPLOC for vendor pay now go to the Document Capture Center where they are digitized using a high speed scanner and electronically sent to a computer workstation where accounting technicians view the document on-line and work it just as if it were a paper document. The system has been streamlined. Paper shuffling and the possibility of lost documents are eliminated.

User acceptance testing began in Omaha in May 1996. After identifying critical requirements which had not been satisfied, testing was suspended while the contractor worked on fixes. User acceptance testing resumed in November and in December 1996, the project team recommended system implementation. The recommendation was approved and final implementation plans began.

The test was an agency-wide effort with team members from DFAS Headquarters; the Denver and Columbus Centers (contractor and vendor pay representatives); Omaha, Dayton, Limestone, Charleston, Orlando and Kansas City OPLOCs; and the DoD IG. This continued the partnership established at the beginning of the program to ensure adequate internal control features were designed into the system from the beginning. There was also active participation by representatives from the Joint Interoperability Test Command (JITC), Ft. Huachuca AZ. JITC will be performing the independent operational test and evaluation of the EDM vendor pay system.

DFAS Headquarters and the Centers are currently developing the EDM vendor pay system development schedule for the other OPLOCs. The Denver Center

has selected Dayton as the next location for EDM implementation.

Automated Reconciliation System (ARS). Improved service through centralized data is a major benefit of the Denver Center's ARS. The system serves as a contract reconciliation tool by comparing data in the Mechanization of Contract Administration Services (MOCAS) system, two DFAS accounting systems, two Air Force contracting systems, and the Departmental Merged Accountability and Fund Reporting (MAFR) system.

ARS provides users with visibility of obligations, disbursements and expenditures for all accounting classification reference numbers on a contract as recorded in the Acquisition Management Information System (AMIS), General Accounting and Finance System (BQ), Central Procurement Accounting System (CPAS), the Acquisition and Due-In System (J041), and MOCAS. Various reports show discrepancies between pay station and accountable station obligation, expenditure and unliquidated obligation balances.

Users can select from a variety of summary and detail reports at the contract, Accounting Classification Reference Number (ACRN) or contract line item number level to identify obligation/expenditure/unliquidated obligation discrepancies between CPAS or BQ and MOCAS; provide a detailed history of CPAS and MOCAS obligations and expenditures; identify missing or incorrect contract modifications; identify negative unliquidated obligations; identify contracts with canceling year funds; identify contracts scheduled for closure in MOCAS; compare contracting system obligation data to paying and accounting station obligations; review contract administration data; identify intransit and reject transactions that could be responsible for out-of-balance conditions; and use data residing in ARS to prepare automated audit worksheets for contract files.

The Denver Center implemented ARS at Defense Accounting Offices (DAOs) at 12 Air Force bases and the Air National Guard Readiness Center. Dayton and Limestone OPLOCs and the Columbus Center also use the system. Several Air Force systems program, budget, and contracting offices also use the system.

For more information, including a user identification or an on-site demonstration or training, please contact Ms Thelma Shelton at (303) 676-7271, DSN 926-7271 or e-mail tlshelton@cleveland.dfas.mil.

NOTES FROM THE:

Standard Systems Group



by Mr D. Roger Herndon

The Budget Systems Branch at the Standard Systems Group has a lot of activity developing new products and improving the fielded systems. Two of our biggest accomplishments for this quarter are the consolidation of the Command Budget Accounting System (CBAS) Increments II and IV and the implementation of the beta sites for the new Obligation Adjustment Reporting System (OARS). We are also finalizing the MicroBAS for Windows® Beta release for worldwide distribution in the near future via the world wide web. Look for the Budget Systems booth at the 1997 ASMC PDI in Orlando in May. Many of the systems listed here will be demonstrated there.

Command Budget Automated System

For all CBAS IV customers, you'll be glad to hear that you will soon migrate to one of the CBAS II platforms at the Gunter Defense MegaCenter (DMC). Currently, the CBAS program office supports both CBAS IV systems running on a Unisys Desktop III computer system and CBAS II which runs on the Unisys 2200 mainframe. The most noticeable benefit of the migration is the ability of the CBAS program office to connect to a CBAS site that is having program problems. Currently, the CBAS program office must dial-in to the CBAS IV site using a dial-up modem. Before this connection is made, much coordination is needed to ensure the CBAS IV system is properly configured and connected prior to the connection being made. If a connection is finally established, the sluggish performance drastically impedes the ability to detect and correct any database problems. Remote connection to a CBAS system running on the DMC is effortless and the speed of the connection is greatly enhanced. Another benefit of the migration is the ability for a site to have multiple analysts accessing the system simultaneously. Currently, only one analyst can access the CBAS system running Desktop III system. Once migrated, any analyst having InfoConnect software loaded on their PC and data communications connectivity can access their CBAS system.

The Obligation Adjustment Reporting System

OARS is the new automated and simplified way to process, report, and receive approval for upward obligation adjustments in the expired and canceled years. This new tool, which utilizes the latest in Web-

based technology, should be available worldwide in October 1997.

OARS helps clarify the upward adjustment process and will expedite the approval of these adjustments. OARS takes the mystery out of where the adjustment is in the approval process and identifies everyone who touches the adjustment request. The entire process from start to finish—Resource Advisor to SAF/FMB—is accomplished electronically. In addition to expediting the approval process, data for monthly reports is automatically captured. This data capture will potentially eliminate the requirement for that tedious end of month upward adjustment report and accurately record all the data elements for realigning BPACs and PEs.

Phase I of OARS incorporates two beta sites (McClellan AFB and Nellis AFB) for adjustments to O&M and Procurement appropriations. Phase II of OARS will incorporate all remaining Air Force appropriations (RDT&E, MILCON, etc.) and will be available to all AFMC users beginning in June/July 1997. Beginning in October 1997, OARS should be available AF-wide. Stay tuned for more information on how this new Web-based automated program will simplify the way we do business in the future.

Micro-based Budget Automated System

The transition of MicroBAS from DOS into the Windows® environment is nearing completion. MicroBAS for Windows® is currently completing initial beta testing at 13 sites Air Force-wide. The initial response from the Beta sites, as well as attendees at the recent training classes, has been overwhelming. The users love it and are looking forward to the world-wide release. The final updates are being completed on areas identified by the testers at these locations. We anticipate the world-wide Beta release being available soon on the world-wide web. Check the MicroBAS home page at <http://fin-web.ssc.af.mil/budget/microbas.html> for the current status of the release under the MicroBAS for Windows® software area. Once the release is available, interested users will be able to access the electronic release page link from the MicroBAS home page or the SSG home page at <http://www.ssg.gunter.af.mil>.





NOTES FROM THE:

Comptroller Training Flight

by Major Jeffrey A. Bryan, Commander

With the introduction of our web site in the last article, I've asked Mr Marvin Potts to elaborate on the use of the 364th Training Squadron home page to keep in touch with Comptroller Training. Mr Potts is an invaluable member of the 364th Training Squadron and the Comptroller Training Flight as both an instructor and computer expert. I trust you will find his article helpful.

Your entry into the 364th Training Squadron page is through the Sheppard AFB site, <http://www.spd.aetc.af.mil>. Once connected to Sheppard AFB, click on the picture of the T-38 trainer to connect to the index page listing various base organizations and other links such as HQ USAF and AETC. If a listed organization is underlined, this usually means it is a link to another page. The 364th Training Squadron is listed under the 782d Training Group. Use your mouse to click on the 364th Training Squadron to find Comptroller Training.

The **364th Training Squadron Page** is our squadron page. You'll find information on personnel directly assigned to the Squadron Section, a link to Keesler AFB providing information on Graduate Assessment Surveys (GAS), and a description of the squadron emblem. You will also find access to the following sub pages: TDY Information, Comptroller Training Flight, Telecommunications Training Flight, Aircraft Systems Training Flight, Military Training Flight, Our Favorite Links, Instructor Openings, and Course Information. Most of these pages contain information related to the Comptroller Training, so explore at will.

The **TDY Information Page** provides information for TDY students to Sheppard AFB. For example, we've included topics such as reporting, uniforms, dress and appearance, leave policies, sick call procedures, and other useful items to help answer any questions prior to arrival.

The **Comptroller Page** provides information on staff members, new initiatives in training programs, and a listing of current comptroller courses. The future for our page will probably include a downloading capability for different training packages. Check this

page often for Comptroller Training announcements, especially those concerning the various AFSC and course mergers impacting the career field.

With **Budget Restrictions** making it smart to recycle course materials to future classes, you may find it helpful to link from the Comptroller page to the Study Guide Download page. By clicking on the course you want, you can save the file to a computer or floppy disk. These files are compressed, so use PKUNZIP or WINZIP (see your local administrator for assistance) to uncompress the files you download. Each is in Word 6.0 format and does not include any forms or figures. **Remember this material is for study reference only and is not to be used on the job.**

The **Course Information Page** includes a variety of course related topics such as the target audience, course length, college credit, and special uniform requirements. We will soon expand this page to include class schedules for the upcoming quarter. Since this page includes all courses taught in the 364th Training Squadron, select the letter that begins the course name you are interested in and then click on the appropriate course title for further information.

The **Instructor Openings Page** lists vacant instructor and writer positions and other application information. We look forward to hearing from anyone interested in joining our training team.

Our Favorite Links takes you to links related to the Comptroller career field such as, The Per Diem Committee, American Society of Military Comptrollers, DFAS, SAF/FM, Association of Government Accountants, Finance Net, Thomas Legislation Search, and others.

We need your help. The purpose of the squadron page and the flight page is to provide as much information as possible to meet your needs. We strive to make changes overnight, so give me your feedback and we'll give your input our full attention. Contact me at DSN 736-2394, commercial at 817-676-2394, or by e-mail, PottsM2@spc.aetc.af.

NOTES FROM THE:

Professional Military Comptroller School

by Lt Colonel Paul G. Hough (PhD)



Change is the only constant. People encounter that truth in their lives, in their professions, and in their workplaces. But for Air Force financial managers, change is more of an exponential than linear phenomenon. At the same time we are dealing with declining budgets, Congress has been raising the standard of professionalism through the Chief Financial Officer's Act of 1990, the Government Performance and Results Act of 1993, the Government Management Reform Act of 1994, and the Federal Financial Management Improvement Act of 1996. These external forces are also driving change at the DoD Professional Military Comptroller School. To maintain our position as the premier school for mid-level financial managers in the Department of Defense, we have had to adjust our curriculum, update our facilities, and continue to seek top talent for our faculty. These changes should help keep us on top for some time to come.

The PMCS curriculum is ALWAYS under revision but updates in the past year have been extensive to reflect the realities of federal financial management. Our goal is to teach to the median student level which means that the curriculum will be too advanced and too fast paced for some and way too easy and slow for others. However, we believe we may have undershot the median in the past. In response, the curriculum has been tightened up to remove several non-value added periods. For example, we have reduced the amount of first day orientation, instituted a minimum passing score on the final exam, reduced the number of periods of independent study and preparation, and made many other minor adjustments. This time was used to add essential material to the curriculum. In particular, we are beefing up sections on analysis, information technology, and manpower. We have also brought in speakers on outsourcing and privatization, state comptrollership, industry comptrollership, and more perspectives from other services. We still get a few student critiques that the course is too easy, but these are now tempered by those who suggest that there is insufficient time to accomplish the required work. Of course, the great majority believe that outside of a few minor changes we are right on track. The bread and butter of our curriculum remains our guest speaker program and we continue to bring you the people whose position and perception add relevancy and timeliness to the educational experience.

Student quality of life is of great importance to us and our facilities reflect that. To enhance student receptivity to our curriculum, the PMCS auditorium was totally renovated with new audiovisual equipment and sound system. Student table tops are LAN equipped, and laptops can connect to groupware to access speaker presentations in real-time. It is now a state-of-the-art facility with advanced capabilities that we will be bringing on line incrementally over the next year. Those of you who attended PMCS before 1997 may remember our facilities as adequate but perhaps nothing to write home about. Now they are simply outstanding. Through a series of renovations beginning in early 1996, the Eaker College, which houses PMCS, received a new roof, updated stairwells,

new carpet throughout, new wall coverings, and new ceiling tiles. In addition to these improvements, the Galley (our school's break room) was totally renovated including all new cabinetry, an ice machine, a coke machine, new floor tiles, and new furniture. New Pentium laptops for student issue allowed us to reduce the size of our computer laboratory by half (mostly as printing stations). The additional space allowed us to create the *Drop Zone*, a student lounge that adjoins the Galley. The Drop Zone is equipped with a TV, bookcases, 2 new couches, and several easy chairs. The renovation has not always been fun or easy, but the end result is definitely worth it. We know of no other educational facility in the DoD resource management community that offers so much to its students. The Honorable Robert F. Hale formally dedicated the facility renovation during his visit to PMCS Class 97-B on 10 January 1997.

The third facet of change at PMCS is the make up of our faculty. Due to the small size of our teaching staff, personnel turn-over is especially trying. In November 1996, we lost Major Daniel L. Dannenmueller to retirement. Major Dannenmueller was an outstanding faculty member and the driving force behind the school's facility renovation. After more than 24 years of active service, he is now serving the Air Force in various capacities with a private contractor. We expect his replacement to arrive early this summer. In March 1997, we also lost our stellar DFAS representative, Mr. George Wingfield. Mr. Wingfield accepted a promotion to GS-14 as Director of Treasury Operations with the DFAS-Cleveland Center. His experience and contributions in the accounting area will be hard to replace. New instructors at Air University are required to attend the month long Academic Instructor School which further increases the lag time from the departure of a faculty member until the newly assigned person is ready to teach the next class. However, as much as it hurts to lose experienced faculty, we gain whenever we bring in people fresh from the field. In addition to this turnover, Major Rod Trojanowski left the faculty in December 1996 for a six-month TDY to Saudi Arabia to serve as Comptroller for the 4404th Provisional Comptroller Squadron. After his return, future classes will benefit from his recent experience in real world operations. Despite our temporary manpower shortage, we continue to provide first-rate educational experience to qualified personnel throughout the entire DoD resource management community.

The many changes in our curriculum, our facilities, and our faculty demonstrate that we are not operating in a vacuum. Change is hard but for an educational institution it is also essential. There is a statue at the Air Force Academy of an eagle watching over two fledglings. The inscription on it reads, *Man's flight through life is sustained by the power of his knowledge*. We believe that the knowledge you gain during your six weeks at PMCS will help sustain you through the changes still to come. If you are an alumnus, stop in and see these changes for yourself. If you haven't yet been to PMCS, then we should be high on your priority list.



NOTES FROM THE:

Comptroller Officer Assignments

by Maj Lori Wortman, DSN 487-5031
wortmanl@hq.afpc.af.mil

Let me begin my article by welcoming **Captain Will Lorey** to the assignments team. Will is Chief, Acquisitions Joint Assignments, and also manages the AFMC assignments for our career field. He brings a wealth of acquisition experience to the team and recently earned his "FM badge" in support of our first comptroller commanders board. You can call Will at DSN 487-3566 or e-mail him at loreyw@hq.afpc.af.mil.

As most of you are aware by now, we held our first comptroller commanders board at HQ AFPC on 6 Jan 97. The board was made up of nine senior financial management officers and chaired by Maj Gen Stringer, SAF/FMB. The board reviewed the records of 102 eligible officers and nominated 55 for the 25 to 30 squadron and flight commander positions that are projected to open in CY97. The size of the commanders' list is approximately twice the number of projected vacancies and should give candidates a reasonable opportunity to be selected for a command assignment. The board followed the officer promotion board protocol and reviewed selection folders that contained generally the same information promotion boards see. The board focused on the officers' past and present job performance, experience, education, and training, as well as potential to lead one of our comptroller organizations. Those officers selected for the list may volunteer for commander jobs that open during CY97. Officers on the list may also volunteer for other non-commander positions. The process for selecting comptroller squadron and flight commanders will be a coordinated effort between AFPC, the MAJCOMs, and commanders. However, officers on the commanders list are not guaranteed a command job, are not protected from DEROS, mandatory move, or nonvolunteer action, if the officer is the most eligible and qualified for assignment. AF/DP is drafting standard policy for all functional boards to follow in the future. Once that policy is finalized, we will begin planning for our next board that will select officers for CY98 commander assignments.

Common Questions

- What is the notification process after I volunteer for a position?

Once an officer volunteers for a job, a very detailed set of procedures *kicks in* and we work very closely with both the gaining and losing organizations to complete the assignment process. At advertisement close out, AFPC has five working days to compile a list of qualified/eligible volunteers and *add-ons*. *Add-ons* are officers submitted to AFPC for specific positions by

their supervisors and/or commanders before the advertisement is closed out. The list is prioritized based on the move status of the candidates. The move status is determined by the current location of the individual. The priority categories are: 1—Short Tour Returnee; 2—Long Tour Returnee; 3—Base Closure/Unit Deactivation; 4—Maximum Tour Expiration; and 5—Others. Most of the officers involved in assignment actions fall into category five. After the list is developed, it is forwarded through the MAJCOM DP focal point to the hiring authority. The list is now referred to as Gaining Commanders Involvement Program (GCIP). Normally, the hiring authority has ten working days to return the GCIP prioritized for selection preferences. If the hiring authority bypasses a candidate in a higher category in lieu of someone in a lower move category, a written reclama must be submitted. The reclama is reviewed by the AFPC to ensure the individuals were reviewed fairly. After AFPC receives the GCIP, a Losing Commander Involvement Program (LCIP) is sent to the first officer listed on the GCIP. AFPC tasks the unit to review the LCIP and return it within five work days. If the LCIP is returned with a negative response, a new LCIP is prepared on the second candidate listed on the GCIP and additional time is allotted for the response. When an approved LCIP is received, the officer's status in the assignment system is changed to *selectee* and the other candidates' status are changed to *nonselects*. Recent changes to our assignment system have made available the capability to send an e-mail to individuals notifying them of their status. As you can see, the assignment process takes longer than a few phone calls.

- What is meant by *eligible and qualified* for an assignment?

As the system is designed, any officer can volunteer for any position advertised on the Electronic Bulletin Board (EBB). Once an advertisement is closed, AFPC will review the list of volunteers and check their qualifications and eligibility status. For qualifications, the volunteers' duty history and other pertinent data is checked against the requirements of the position. If a volunteer does not meet a mandatory requirement, then the volunteer is considered *unqualified* for the position. For *eligibility*, an officer must meet the Time On Station (TOS) criteria. All officers are susceptible to the TOS requirements, which are three years for CONUS-to-CONUS moves and two years for CONUS-to-Overseas. AFPC has little flexibility to move officers prior to their TOS or DEROS because of PCS budget constraints.



Financial Management Career Program

by Mr Ron Stuewe

Total Person Scores. All FMCP registrants were sent a letter the end of January 1997 with a copy of their current Total Person Score (TPS). Included as part of the TPS is a Behavior Inventory (BI) score for GS-11/12 registrants or an interview score for GS-13 and above registrants. In keeping with our efforts to provide registrants as much information as possible, TPS *averages* are provided enabling registrants to see how they compare with their contemporaries.

For individuals that have completed and returned the Behavior Inventory (BI) scoresheet by the cutoff date, the TPS information sheet indicates the score they received for each managerial competency and the average score for all registrants at their grade level for that competency. Information on the averages of other grade levels is available on the FMCP World Wide Web homepage (http://www.afpc.civ_car/fmcp/)

We have not received BI scoresheets from many registrants. This can put registrants at a disadvantage when the TPS is used on referrals. Since the TPS is used when filling most GS-12/13 positions, registrants without a BI score are less likely to rank high enough to appear on certificates. **NOTE:** For certain designated union positions, the BI score is not used.

We strongly encourage registrants to share the BI scores with their supervisors since the BI identifies both strong points and areas that may need improvement. These latter areas can help identify training needs or work experiences that could help improve performance. The BI is also an excellent tool to identify training opportunities on an individual development plan and/or Career Enhancement Plan (CEP). The career program will be analyzing data to identify areas of potential concerns for the overall workforce and by individual commands.

Two of the Executive Panels of the FMCP Policy Council (Total Person Score and Program Effectiveness Panels) will also be reviewing BI results to ensure the instrument is accomplishing its intended purpose. One way registrants can assist is by providing feedback. The preferred way is by E-mail (fmcp@hq.afpc.af.mil) or letter so the context of feedback is not altered.

Reason for Penalties. Many registrants express surprise when they receive a letter from the FMCP indicating that they are being penalized for declining consideration or selection. Career programs use penalties to encourage people to register only for locations and positions they will accept and thereby not adversely effect other program registrants.

Registrants who decline consideration when contacted are placed on penalty for six months. The penalty increases

to twelve months if registrants are selected and then decline the position. While these penalties may seem harsh, we maintain that they are reasonable to protect the opportunities of other program registrants who would otherwise have been referred.

Referral certificates contain a maximum of 15 registrants for promotion and 15 registrants for reassignment and/or change to lower grade. If registrants are referred for a position they do not want, they deprive the next person on the list (# 16 that did not make the certificate) an opportunity. Similarly, if a registrant is selected and subsequently declines the position, a new certificate may be needed which further delays the process. Declination after selection unnecessarily again deprives other registrants and also delays filling the position.

To ensure you never receive a referral penalty, keep your Personal Availability Codes (commonly referred to as GEOLOCs) updated to reflect only the locations and positions you will accept. No one wants to be the 16th person that did not make the list because of *non-candidates* above them on the list. Think how you would feel if you were that 16th person and someone on the list had no interest in the position. Career programs use declination penalties to protect all program registrants.

Non-USAF Civilian Applicants: People often ask if non-USAF federal employees can compete for FMCP-covered positions. Non-USAF federal employees request consideration for FMCP positions if they have financial management experience and submit a resume and related documents in response to an announcement. However, such candidates do not decrease the number of USAF FMCP registrants provided on referral certificates. For most vacancies there are a sufficient number of USAF FMCP registrants available to provide highly-qualified candidates and negate the need for external candidates. The FMCP includes external applicant candidates with all certificates involving joint command positions or if there are less than six candidates on the *regular* FMCP promotion certificate. External applicants are also provided if the selecting supervisor requests both USAF and non-USAF candidates when submitting a request for a fill action. Non-USAF federal employees can apply and register for USAF positions by calling commercial (210) 652-5627 and requesting a copy of the USAF General Announcement. The General Announcement and additional information are also available through the AFPC World Wide Web (<http://dpcweb.afpc.af.mil/empl.htm>).





NOTES FROM THE:

Chief for Enlisted Matters

by CMS James J. Magnotta

Awards

This is a very special time for us as we honor our financial management and comptroller award winners. My congratulations to our FY96 winners for their outstanding achievements throughout the year. It is a special tribute to be recognized as the best in their fields, and a challenge to each of us to strive for the gold.

Recognizing our best performers is something we do very well at Air Force level. You spend countless hours nominating individuals ensuring their packages are letter perfect. We take meticulous care to ensure each nomination gets a thorough review and we select the best for the annual award. It's hard work to nominate individuals, review packages, and select a winner among the best in the Air Force. It may be a welcome sign of relief that the annual awards program is complete, but recognition of your best never ends.

Sometimes we get side tracked on the formal awards programs in the Air Force and lose sight of the importance of a simple *atta way*. Our folks are some of the very best Air Force members I have had the honor of knowing over the last thirty years. They do great things daily and at times supervisors don't notice, or when they do, forget to offer a simple *good job*. If you find yourself in that boat, try to remember how proud you felt when someone acknowledged your good performance. Recognition should be part of our daily routine. When you see them do good, tell them. Not every one can be an annual award winner, but they can be recognized often, when their performance warrants. We'll continue to honor folks with annual awards, but let's not forget the daily achievers.

Career Field Update

The AFSC merger of 6F0X1 and 6F0X2 is getting closer. The effective date is 31 October 1997. We have officially sent correspondence to AFPC requesting the changes and are awaiting their approval. If history holds true we will receive that approval in the not so distant future.

I am pleased to report that the Training Guide project led by **Chief Tanner** is progressing nicely. The first working group, hosted by **Chief Tom Plendl**, met at Offutt AFB in January and outperformed my highest expectations. While the weather was less than comfortable (wind chill of -50 degrees), the Omaha OPLOC training room was on fire with progress. The first group concentrated on military pay functions and developed scenarios, training outlines, and training props for all tasks in the military pay area. We are pleased with the results and hope other groups have the same success.

The second working group is now meeting at the Orlando OPLOC with **Chief Gonzales** as their host. This group is the first of two accounting groups that will meet in Orlando. With the numerous tasks involved in accounting, we decided to convene two working groups. Preliminary indications are favorable. There haven't been any complaints about the weather, but I don't think the group has had much chance to enjoy the pleasures. Later in March we will have the second accounting group at the Orlando OPLOC with **Chief Yokom** as the host. Dates and locations for all remaining groups have been finalized. If you are interested in volunteering for one please call your MAJCOM functional manager.

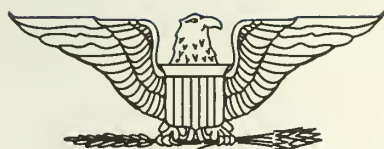
Technical training course rewrites are also moving along. We expect to begin the new 6F032 course in early November with the first class graduating in February 1998. In addition to changes in this course, we conducted a utilization and training workshop for the financial analysis career field. With the help of the MAJCOM representatives we made changes reflecting current and future needs in the financial analysis areas. One significant change made was to replace most of the mathematics with accounting functions and operations. This change will introduce our students to accounting operations and better prepare them for current financial management environment.

PROMOTIONS



Colonel Steven J. Nugent is Director, Financial Management and Comptroller for the Air Force Services Agency, San Antonio TX.

Lieutenant Colonels Selected to Pin On Eagles



Alfred K. Flowers
Sandra A. Gregory
Donald W. Henney, III

Alvin L. Hicks
Andrew E. Notestine, II
Kenneth L. Whitley

Air Force Audit Agency

Alsop, Bruce T., to GS-11; DOV, Arlington VA
Cline, Debra, to GS-11; QLR, Edwards AFB CA
Daly, John, to GS-12; QLR Edwards AFB CA
Fravel, Patrick, to GS-13; QLQ, Wright-Patterson AFB OH
Hopkins, Arthur R., to GS-11; QLR, Edwards AFB CA
Johnson, Lena R., to GS-12; FDE, Andrews AFB MD
Fabella, Baldomero, to GS-12; FDE, Andrews AFB MD
Newsome, Andrea, to GS-12; QLR, Kelly AFB TX
Regular, Timothy C., to GS-11; QLR, Edwards AFB CA
Roach, Cynthia K., to GS-11; FDE, RAF Lakenheath UK
Sinclair, Todd, to GS-11; QLR, Robins AFB GA
Spencer, Alan, to GS-13; QLQ, Wright-Patterson AFB OH
Thornton, Joy S., to GS-12; FDE, Andrews AFB MD

Air Education & Training Command

Jones, Donna K., to LTC; 64 CPTF/CC

Air Combat Command

Brown, Eli, to Capt; Beale AFB CA/FMA
Carey, Patricia A., to GS-14; HQ ACC
Taitano, Mary J., to MSgt; Whiteman AFB MO/FMF
Wisdom, Joseph E., to CMS; Pope AFB NC/FMF

Air National Guard

Crum, Sherrie J., to SMSgt 141 ARW, Fairchild AFB WA
Good, Marian E., to MSgt; 141 ARW, Fairchild AFB WA
Knutson, Michael W., to MSgt; 119 FW, Fargo ND
Ishaug, Susan R., to MSgt; 119 FW, Fargo ND
Laycock, Gary W., to SMSgt, 181 FW, Terre Haute IN
Ordonez, Joe L., to MSgt; 144 FW, Fresno CA
Peterson Lawrence J., Jr., to MSgt; Volk Field WI
Saylor, Tamala A., to 2Lt, 181 FW, Terre Haute IN

Pacific Air Forces

Davey, Bernard P., to Maj; HQ PACAF/FMF
Maynard, William E., to MSgt; 8CPTF/FMA, Kunsan AB KS

Peadar, Arthur W., to LTC; 18CPTS/CC, Kadena AB JA

Air Force Materiel Command

Barbosa, Richard J., to GS-14; SA-ALC/FMPW
Burke, David P., to LTC; ESC/TGX
Cabral, Arthur A., to GS-13; SMC/MTP
Clinton, William R., to GS-12; SM-ALC/FMIC
Czarnecki, Silvia, to GS-13; SA-ALC/FMPW
Eccles, Linda P., to GS-12; SMC/CIP
Flynn, Anne M., to GS-12; ESC/FMCI
Garcia, Maria L., to GS-12; SA-ALC/FMPW
Greene, Carolyn M., to GS-12; WR-ALC/FML-1
Gregory, Deanna L., to GS-13; SA-ALC/FML
Griffiths, Randall K., to GS-13; AFDTC
Hatcher, Dorothy A., to GS-13; SA-ALC/FMIO
Heckelman, Kristi, to GS-12; SM-ALC/FMIC
Hurst, Daron L., to Capt; ESC/FMCI
Kalish, Bruce, to LTC; HQ AFMC/FMA
Krauss, Barry M., to Capt; SMC/FMC
McCallister, Sue E., to GS-12; SM-ALC/FMII

Continued on page 39»

RETIREMENTS



GM-15 Robert Boulais, was Chief, Cost Division, HQ AFMC/FMC.



GS-15 Donald A. Osborne, was a financial officer at ASC/FM (25 years of service)



GS-15 Lawrence S. Ritchey, was a financial officer at ASC/FM (30 years of service)

Air Force Audit Agency

Doubrava, Frank, GS-13; FS, March AFB CA
Downey, Max, GS-14; FSE, March AFB CA
Huebner, Gary A., GS-13; FSE, March AFB CA
McNamee, Peter J., GS-12; FDW, Randolph AFB TX

Air Education & Training Command

Bishop, Martha M., GS-11; 81 CPTS/FMFQ
Brooks, Geraldine C., GS-11; FMA, Tyndall AFB FL
Mooneyham, Aubrey L., GS-13; 81 CPTS/FMFQ
Starr, Yvone H., GS-12; HQ AETC/FMAS

Air Combat Command

Holloway, Joe W., SMSgt; Shaw AFB SC/FMFP
Martine, Dirk, SSgt; Dyess AFB TX/FMF
Muehling, Walt, m MSgt; Beale AFB CA/FMF
Streets, Solomon, Jr., Capt; HQ ACC/FMA

Air National Guard

Larson, Walter R., LTC; 148 FW, Duluth MN

Pacific Air Forces

Sabado, Romeo, TSgt; 15 CPTS/FMF, Hickam AFB HI

Tokita, Sadamu, GS-11; 15 CPTS/FMA, Hickam AFB HI

Air Force Materiel Command

Allen, John A., GS-14; ASC/YCFB
Alles, Barbara A., GS-12; ASC/FMBO
Assaid, Edward, Maj; HQ AFMC/FMBP
Baumgartner, Janet C., GS-12; ASC/FMBM
Benson, Walter, GS-12; ESC/XR
Bitto, Kevin A., TSgt, AEDC/FSO
Bowers, Marilyn, GS-12; HQ AFMC/FMAB
Boyer, James B. GS-13; ASC/FMBO
Breiland, Eugene, GS-12; ASC/FMF
Butler, Tommy, GS-12; WR-ALC/FMLSB
Castleberry, Pierce, GS-12; WR-ALC/FMLMB
Cooper, Gayle A., GS-12; AFFTC/FMB
Essex, Bonnie L., GS-13; ASC/FME
Fernandes, Adeline F., GS-11; ESC/FM
Fitch, Jeanne, GS-11; ESC/ISX
Flinn, Larry, GS-13; HQ AFMC/FMCW
Garst, William K., GS-13; ASC/FMBFB
Groeber, Gregory A., GS-12; ASC/YPPF
Hyde, Hazel, GS-13; HQ AFMC/FMRD
Kemper, Patricia L., GS-12; ASC/

WL/FMB

Kimbrow, Larry H., GS-13; ASC/FMBM
Linehan, Michael D., GS-12; ESC/FM
Ludwig, Franklin M., GS-12; ESC/FM
Lumpkins, Genevieve, GS-12; ASC/WL/FIF
Martinelli, Nancy A., GS-12; ESC/FM
McHugh, Sandra H., GS-12; ASC/LFDFB
Metz, Nicholas J., GS-13; ASC/YPFZ
Metzcar, Betty E., GS-12; ASC/88/FMB
Moreno, Raul J., GS-13; SA-ALC/FMXSF
Morrell, Clinton, GS-13; ESC/IA
Morris, Stephen, GS-12; OO-ALC/FMBS
Orlando, Aline, GS-11; ESC/YVX
Parker, Regina, GS-12; SMC/FMBR
Parks, Richard E., GS-12; ASC/FMBFA
Parks, Sandra K., GS-12; ASC/WL/MLF
Pazeretsky, William G., LTC; HSC/FM
Quinn, Dolores "Pat", GS-13; HQ AFMC/FMCW
Ramos-Betancourt, Pedro A., SSgt; SMC/FMF
Ridge, James P., GS-12; ASC/LAA
Robinson, William F., GS-12; ASC/WL/MLF

Continued on page 39➔

SES ACTION



Ms Karla W. Corcoran joins the Postal Service after serving with the Air Force Audit Agency since 30 October 1994. Ms Corcoran was the Assistant Auditor General for Operations and Assistant Auditor General for Field Activities (AFAA/FD). Ms Corcoran was selected as the first United States Postal Service Governor-Appointed Inspector General. Her transfer was effective on 6 January 1997.



Mr Ron Speer has been reassigned from Assistant Auditor General, Financial and Support Audits to Assistant Auditor General, Field Activities (AFAA/FD), Arlington, Virginia. Mr. Speer will report in late June 1997.



PROMOTIONS (Continued)...

Peeler, David, to Capt; ESC/FMCI
 Rinicker, Ellene G., to GS-12; WR-
 ALC/FMLMB
 Sersun, Elaine, to Capt; ESC/FMF
 Stauning, Patricia, to GS-13; AFFTC
 Stewart, June, to GS-12; HSC
 Streeper, Ronald, to GS-13; OO-
 ALC/FMCF

Sweeney, Kevin, to GS-13; ESC/
 TGX
 Sylvian, Jeanette, to GS-13; ESC/
 FMC
 Thornton, Jimmie, to GS-12; SMC/
 FMBI
 Tisdale, Pamela, to GS-12; OO-
 ALC/FMBS

Worley, Tamie M., to GS-12; ASC/
 YFP
 Zobrist, Arlene E., to GS-14; SMC/
 FMP

SAF/FM

Sloan, Angela, to GS-11; SAF/
 FMBIC



RETIREMENTS (Continued)...

Russell, Barbara, GS-12; ESC/JSX
 Schofill, Patricia, GS-12; WR-
 ALC/FMLSC
 Slein, Elizabeth, GS-11; ESC/YVX
 Stapleton, Robert A., GS-14; SA-
 ALC/FMI
 Tsetsi, Steven M., GS-12; ESC/
 FMCE
 Vislosky, Alfred D., GS-12; ASC/
 YPEIA
 Whye, Daniel, Capt; HQ AFMC/
 FMBP

Yankee, Eileen, GS-14; HQ AFMC/
 FMAB

DFAS-DE

Fritsche, Steve E., MSgt; DFAS-
 DE/FJ
 Marler, Kenneth E., GS-13; DFAS-
 DE/DI
 Seibert, Gary E., GS-13; DFAS-DE/
 AN
 Steves, William J. Jr., MSgt; DFAS-
 DE/AN

Van Noy, Charles W. Jr., GS-13;
 DFAS-DE/HN
 Woolums, Robert L., GS-14; DFAS-
 DE/HN

SAF/FM

Price, Robert H., GS-13; SAF/
 FMBIO
 Thomas, Gloria A., GS-08; SAF/
 FMBIO



Assistant Secretary of the Air Force
Financial Management and Comptroller



*The Financial
Management
& Comptroller
1996 Awards*

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the AIR FORCE COMPTROLLER

Volume 31

Number 3

July 1997

A detailed black and white illustration of a B-29 Superfortress bomber in flight. The aircraft is shown from a low angle, emphasizing its massive size and four engines. It has a star insignia on the fuselage and the number 'PF-227' visible. The background shows a cloudy sky.

Golden Legacy

DEPOSITORY

JUL 21 1997

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Boundless Future



THE COMPTROLLER'S CORNER

Every four years the Department of Defense examines its strategy and forces. The latest Quadrennial Defense Review (QDR) is now complete. This QDR elected to retain the military capability to fight two major theater wars but also focused on maintaining the capability to carry out contingency operations. There were some cutbacks in modernization programs (including the F-22 in the Air Force) and in personnel. In the Air Force this QDR will result in eventual personnel reductions—beyond those already planned—of about 26,900 military personnel; 18,300 civilian personnel; and 700 reserve component personnel.

Just how these cutbacks will affect our financial community still must be determined. As details are worked out, I will keep you informed.

While we don't have details, we do know that many of the QDR cutbacks will be realized through efficiencies. That's where you can help—your efforts to improve our efficiency are essential. I hope each of you will be on the lookout for ways to do our work better and with fewer resources.

We recently celebrated an excellent example of a previous effort at efficiency. On 15 May the Secretary of the Air Force presented Vice President Gore's Golden Hammer Award to an ACC financial management team (story and pictures starting on page 16). The team won the Golden Hammer Award, which recognizes efforts to improve the efficiency of government, for developing their Automated Battlefield System (ABS). This simple system permits users to access DFAS computers from anywhere in the world and so enhances our ability to handle financial issues during contingency operations. The ABS was developed for about \$10K using commercial software and ended a requirement to develop an entirely new battlefield financial system.

My thanks to the ACC team and to all of you who are working to make Air Force FM more efficient. Keep those good ideas coming!

A handwritten signature in cursive script that reads "Robert F. Hale".

ROBERT F. HALE
Assistant Secretary of the Air Force
(Financial Management and Comptroller)

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Ms Gloria R. Jaskiewicz
Editor

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Cost Per Flying Hour Factors: A Background and Perspective of How They Are Developed and What They Do

by Captain Pat A. Rose, Jr.

Decentralization and empowerment have significantly changed financial management of Air Force flying hour programs. In the past, MAJCOMs and wings flew their aircraft and did not have control over funding for fuel or depot level reparables (DLRs), both of which were centrally funded. Within the past five years, flying hour funding has been pushed down to the MAJCOMs and wings necessitating increased oversight on their part, which in turn, has increased visibility and importance of Cost Per Flying Hour (CPFH) factors.

What are CPFH factors? Who develops them? How are they used in Air Force budgets? The answers to these questions vary depending on whom you ask. This article will clarify how the Air Force builds and approves CPFH factors, explain how the factors are used to price flying hour programs, and review the relationship of the factors to actual rates during the execution year. My background with CPFH factors involves validating rates submitted by the MAJCOMs while assigned to SAF/FMC as a Weapon System Cost Analyst, monitoring CPFH execution as a SAF/FMB O&M analyst, and executing the flying hour mission as a wing budget/financial analysis officer assigned to wings that flew bombers, fighters, tankers, and transports.

Defining Cost Per Flying Hour

CPFH is a metric used to estimate the costs of fuel, consumables, and DLRs to operate a particular weapon system (aircraft) for a one-hour period. Flying hours are the basic element for measuring aircraft usage to train aircrews for wartime taskings. Each fiscal year (FY) flying hours are programmed by mission, design, series (MDS) to provide adequate training for aircrews. Programmed flying hours relate to force structure and vary in quantity from year to year depending on training requirements for the aircrews. Hence, it is important to know the costs of flying a particular MDS for one hour to be able to fund budgets and determine the dollar impact if flying hours change from previous levels. The Air Force budgets for flying hours are the result of model-driven factors that estimate costs based on flying hours and CPFH rates.

The flying hour program budget consists of four model-driven factors: consumable supplies (General Support and System Support Divisions); DLRs; and aviation fuel (AVFUEL). A brief explanation of each follows.

Consumable Supplies: Aircraft parts/supplies that have no authorized repair procedures and are discarded after use are categorized

as consumable. Logistics management of the items is accomplished in either the System or General Support Division of the Air Force Supply Management Activity Group. Those items centrally procured by the Air Force such as disposable aircraft parts, antennas, lights, wiring, windshields are in the System Support Division (SSD). General Support Division (GSD) includes all other expendable items purchased from Defense Logistics Agency (DLA), General Services Administration (GSA), and other items not purchased by another division of the Air Force Stock Fund. GSD supplies include common bench stock items, administrative supplies, tools, etc.

DLRs: Aircraft parts removed by wing maintenance personnel and sent to depots for repair. Units may have the capability to repair and return some items for credit; also called line replaceable units (LRUs) and shop replaceable units (SRUs).

For these items, repair costs associated with certain maintenance or operations cost centers are considered valid flying hour costs. These cost centers include Flight Line Maintenance, Fabrication, Propulsion, Avionics, Munitions, Aircraft Generation, Component Repair, related staff, and others connected to the maintenance organization.

AVFUEL: Fuel used during flight. Typically this includes JP-4, JP-8, off-station fuel; and in-flight refueling. The AVFUEL factor is expressed in gallons per hour, which is converted into a dollar per hour factor based on DoD established prices for each fuel type.

Evolution of the Factors

Now that MAJCOMs must pay for flying hour related costs, their involvement in CPFH factor development is essential to meeting aircrew training requirements.

CPFH rates have existed going back to 1962. *AFM 172-3, USAF Planning Factors*, *AFR 173-13, USAF Cost and Planning Factors*, and now *AFI 65-503, USAF Cost and Planning Factors*, included hourly cost factors for AVFUEL, consumable supplies, spares, modifications, and other flying related costs. The factors represented historical, actual costs of operations. Cost analysts found the factors useful as an analogous metric to cost out similar weapon systems, or as a data point included in a parametric cost analysis. However, unless you were a cost analyst who needed to incorporate the rates into an analysis, the factors did not have much impact on day-to-day operations. MAJCOM budgets only included funding for consumable supplies. The other flying hour costs were either funded centrally at Air Force or in other appropriations.

Then, in the early 1990s, as a result of the Defense Management Review and downsizing of budgets, flying hour factors were catapulted to the forefront of O&M funds management. First, the Repairable Support Division was created and *spares* moved from a procurement appropriation into O&M and became known as DLRs. Second, funding for AVPOL was decentralized to the MAJCOMs. These two changes meant MAJCOM funding for their flying hour program increased tremendously. Now that MAJCOMs must pay for flying hour related costs, their involvement in CPFH factor development is essential to meeting aircrew training requirements.

The following table shows how MAJCOM O&M funding levels included in President's Budget submissions increased as a result of these two changes.

Cost Per Flying Hour Factors (Continued)...

	(TY\$ in Millions)				
	<u>FY92</u>	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>FY96</u>
Consumable Supplies	\$ 667	\$ 536	\$ 508	\$ 558	\$ 400
DLR		1,256	1,347	1,617	1,479
AVFUEL			1,505	1,463	1,499
	—	—	—	—	—
Totals	\$ 667	\$1,792	\$3,360	\$3,638	\$3,378

Factor Development

Each year in November or December, the Deputy Assistant Secretary (Cost and Economics) sends out a call letter to the MAJCOMs that execute flying hours asking them to develop and submit recommended CPFH rates for each weapon system for each year in the Future Years Defense Program (FYDP). The submission will include a separate factor for consumable supplies, DLRs, and AVFUEL.

Factor development must be a coordinated process between FM, IL, and XO because changes occurring in the logistics arena or with training profiles can have large dollar implications. Examples include changing maintenance concepts from three-level maintenance to two-level maintenance, noticeable trends in mean time between repairs, and time compliance technical orders (TCTOs) modifications directed by the depots. Others include supply items coming off warranty or off interim logistic support contracts, approved initiatives to reduce costs, changes to required phased inspections for engines, and many others.

Factor development begins with a baseline rate created by using the most recent year-end totals for obligations and flying hours. DLR and consumable factors are based on obligations while AVFUEL factors use gallons consumed as units of measure. Year end obligations corrected for one-time obligations divided by hours flown develop the baseline CPFH. Baseline CPFH rates provide the starting point for the next two critical steps, approved adjustments and economic adjustments (inflation/deflation) across the FYDP.

MAJCOMs recommend adjustments to their baseline rates in the annual CPFH submission. For each adjustment, MAJCOMs provide justification for each change from the baseline CPFH for each MDS. These adjustments are validated by the Air Force during a review with the MAJCOMs. Occasionally, requested adjustments are either denied, reduced, or increased during the validation process by Air Force.

The next step applies economic adjustments (inflation/deflation pricing) against each of the four approved factors. While the Air Force Cost Analysis Improvement Group (AFCAIG) is reviewing factor baselines and adjustments, or consumption factors, the Air Force

Working Capital Funds (AFWCF) (previously known as the Defense Business Operations Fund (DBOF)) are beginning to update the budget and rates for all the AFWCF products, including DLRs, DPEM, and all GSD items. In this upcoming cycle, the FY99 AFWCF budget and customer rates will be adjusted to reflect FY97 and FY98 operating results, changes to AFWCF operating costs (such as repair costs, DLA distribution, or engineering updates), revisions in customer requirements, and the implementation of depot maintenance and supply management business practice improvements. The AFWCF budget and the rates which are passed to the customer are approved through the AF Corporate Process prior to submission to USD(C) for final approval. The revised prices are applied to customer baselines after they have been updated for the CAIG factors.

At this point during the June/July time period, the AFCAIG convenes to review and approve the rates and their dollar impact on Air Force O&M funding across the FYDP. The dollar impact compares new, recommended factors with the previous year's approved AFCAIG factors. Both sets of factors are multiplied against the current O&M flying hour program generating extended costs for each factor set. In some years the new rates drive a bill, in other years the new rates generate savings. It's critical for budget, cost, and logistics analysts to explain why the rates have changed from previous projections. Justifying program growth or decline is paramount at every management level involved in developing rates. The end result of the AFCAIG approval is a factor generated by historical execution, known adjustments, and commodity-specific inflation.

Reprice/Initial Distribution

You now have a basic outline of the steps for developing, approving, and pricing CPFH factors. Next, the factors are used to fund programs in the Program Objective Memorandum (POM), Budget Estimate Submission (BES) and President's Budget (PB), as well as the Financial Plan's initial distribution to MAJCOMs. Funded programs are developed by multiplying the approved command-specific CPFH factors for each weapon system by the number of programmed O&M flying hours for each MDS in a MAJCOM.

Each year's flying hour program is repriced several times. For instance, funding for FY96 initially showed up in the FY91 POM. Each year during the budget exercises, flying hour programs are repriced using the newly approved factors or revised programmed flying hours. Air Force will source any shortfall or take any excess funding over the six-year period covered by the FYDP. The Air Force even sources any shortfall in FY96 for rates approved for the FY97 PB. This occurs because rates for the FY97 PB obtain AFCAIG approval in the summer of '95, which is before FY96 distribution is made to MAJCOMs. This process allows Air Force to fund its MAJCOMs using the best information possible. Prior to initial distribution, the Air Force normally sources budget shortfalls based on CPFH and flying hour program estimates.

Execution Year

The process does not end when the execution year arrives. The AFCAIG process serves the purpose of budgeting for flying hour programs. When the MAJCOMs release funding to each of their wings, the information used to develop and approve CPFH factors is no longer the most current information. Keep in mind, the AFCAIG

Cost Per Flying Hour Factors (Continued)...

rates use execution data that is almost two years old for CPFH rates being used in the execution year. The MAJCOMs have increased visibility into an additional year of execution that is not available to the AFCAIG. Therefore, when MAJCOMs make distribution to their wings, it probably will not be at the rates approved for their MAJCOM for that weapon system. In addition, just as Air Force approves command-unique rates for similar weapon systems, the MAJCOMs will probably fund their wings on a wing-unique rate.

The flexibility to fix problems during execution rests with the MAJCOMs, and the Air Force when shortfalls exceed available funding.

Challenges/Current Trends

Inevitably, the rates will be off slightly. The AFCAIG rates will be off slightly, as will the MAJCOM's wing-unique rates. Each factor enjoys varying degrees of predictability.

AVFUEL factors are usually close to actual rates. Typically, there should not be much change from year to year within a MAJCOM. Only one variable is tracked, gallons consumed, which facilitates the factor development.

Until recently, factors for consumable supplies were fairly consistent from one year to the next. There were always variances between MAJCOMs, but they always tracked closely to the next fiscal year. However, consumable item transfers, changing maintenance concepts, and control over what is purchased from maintenance supply accounts have contributed to larger than expected variances from year to year.

DLRs have yet to develop a stable baseline from which to forecast requirements. As the DLR program evolves, the Air Force continues to search for better ways to manage the program. HQ USAF and MAJCOM analysts need keen insight into reliability and maintainability forecasts of high-priced DLR assets. Additionally, MAJCOMs must be aware of every change planned to its aircraft so it can recommend potential upward adjustments to its factor. DLRs tend to be high-cost items, so just a few misses in costing out proposed adjustments could impact MAJCOM budgets considerably during execution. Communications between MAJCOMs, Air Force, and weapon system program offices must improve to help create better estimates.

The goal of the process is for MAJCOM and Air Force analysts to come to an agreement on the dollar impact of each adjustment. Beginning in the fall of 1995, a series of workshops designed to bring together analysts from Air Force and the MAJCOMs began with a goal of improving the process of building and approving CPFH factors. These face-to-face meetings will continue into the actual validation process during which the Air Force reviews adjustments included in each MAJCOM's annual submission.

Tracking Variances of Programmed to Actual

There will always be variances between programmed and actual CPFH rates. MAJCOMs must understand what is driving the CPFH rates either higher or lower than expected. Wings should be provid-

ing MAJCOMs with reasons why variances exceed a certain threshold each month. Monthly analyses are a prerequisite to validating and projecting any shortfalls that may materialize.

Air Force needs to understand why AFCAIG approved rates are off course. If reasons are made known early in the process, corrections can be made more easily during factor development and validation. This information best comes from the MAJCOMs or program offices, and needs to be identified for factors that are either too high or too low.

Summary

Decentralization of DLRs and AVFUEL in the early 1990s increased the significance of CPFH factors. Flying hour program funding based on CPFH factors represents a large percentage of a MAJCOM's and wing's O&M budget and provides funding for the core mission of the Air Force. The changing dynamics involved with DLRs necessitates involvement by the FM and IL communities during factor development and validation. While CPFH factors allocate dollars against flying hours based on weapon system unique rates in Air Force budgets and initial distribution to MAJCOMs, they are not expected to be 100 percent accurate. Consistent monitoring of variances during the year at wing level will help identify why rates may be too high or too low and help to minimize discrepancies in the future, primarily for DLRs. In time, stable baselines should be established for DLRs that will allow past performance to more precisely predict requirements.

The way CPFH rates are developed and how they impact budgets presents numerous opportunities for discussion and dissection. I have touched on a few in this article. Perhaps, they are the same points of view you would give to answer the question I opened up with in this article. Perhaps your experience leads you to an entirely different point of view. Regardless, the more we discuss how CPFH factors are developed, how they impact Air Force budgets, and how to manage variances between programmed and actual rates, the better chance we stand of improving the process.



About the Author



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The Warplanning Environment Readiness for the Millennium

by Mr Louis M. Miller

As the debate rages inside the Beltway over the continued need for the Services to prepare, train, and equip for the possibility of two major regional conflicts (MRC), we in Air Force Comptrollership must robustly maintain the "2MRC" capability until such time as the Defense Planning Guidance is changed to reflect the reduced threat, if truly identifiable, in the post-Cold War era. Though the argument can clearly be made that the threat has changed, it is not at all certain that diminished capability will be able to meet multiple, diverse, and possibly unforeseen requirements in the future. Our challenge is to maintain readiness for our deployment mission at the highest possible level while facing new functional processes, changing relationships, and program reductions in manpower and resources.

Paying the Price for the Peace Dividend

In early 1995 the emphasis on downsizing began in earnest. *Force sizing* began with **FORSIZE 95**, a bottom-up review of uniformed and civilian manpower needed across the Air Force after comptroller forces were forward deployed under the 2MRC operational plans. We reevaluated our plan taskings and home station requirements for the mobilization of Air National Guard (ANG) and Air Force Reserve forces and reported those requirements to the major commands and on to Air Force manpower analysts who consolidated and analyzed our data. Our FM-wide analysis identified a shortfall of approximately 700 in a requirements population of slightly more than 14,000. Of these, approximately 5,800 were military. In January 1996, we briefed the Air Force Board on FORSIZE 95 results and substantiated the need for approximately 100 Individual Mobilization Augmentees (IMAs). Other shortfalls were expected to be covered by enhanced work methods and technological improvements such as an Air Force-wide computer networking initiative. The purpose of the Board review was for establishing candidate status for Outsourcing and Privatization (O&P) initiatives. Though our FORSIZE 95 shortfalls were not filled, neither were we selected for immediate O&P actions.

We Are Not Alone

The US economy disproportionately bore the weight of the Cold War and will disproportionately bear the pains of drawing down. In the economic arena, quicker benefits will be achieved. Consolidation of defense industries will free more resources for civilian investment. Companies reorganize and capitalize—even in the worst of times. General Dynamics sold its remote-technology division, its electronics division, its Ft Worth TX aircraft division, and its missile defense businesses. Submarines and tanks are their only remaining defense-related activities. General Electric sold off its entire aerospace and defense portfolio. Traditional *big guns* such as Raytheon have experienced significant nonmilitary revenue growth. Lockheed Martin

has almost completed a redirection of its defense-to-commercial ratio from a Reagan-era high of 7-to-3 to their new goal of 1-to-1. Consolidation, downsizing, and business reengineering activities are now the order of the day among the former Defense giants.

Sizing of the Force

Many of the twenty-seven Air Force functional areas such as Comptroller had similar FORSIZE 95 results and did not present significant downsizing opportunities. In a further validation of wartime requirements, Air Staff plans and manpower analysts began a review of major command wartime and mobility capabilities. Traditionally, major commands were required to report availability by unit type code (UTC)—a single Air Force Specialty Code or a tailored team of personnel with particular skills. Operational planning directives had traditionally encouraged reporting the maximum number of personnel available to support operational plans (OPLANS). This MAJCOM-reported availability of Comptroller UTCs resided in Volume 3, Part 2, of the USAF War and Mobilization Plan (WMP). Consolidated at Air Staff level, this UTC availability gave functional area managers a good measure of career field strength and capabilities when compared to the classified requirements existing in current plans. The availability totals were not formally linked to plans.

Consolidation, downsizing, and business reengineering activities are now the order of the day among the former Defense giants.

As the result of an Integrated Product Team action staffed by manpower and operations planners, Air Force Operations Plans (AF/XO) announced a WMP 3, Part 2 "New Construct" in late June 1996 which limited the number of UTCs shown *available* to a number equal to the current time phased force deployment detail (TPFDD) requirements. The TPFDD is a database product which contains all unit type codes (AFSCs and logistics material) needed to support weapons system deployment. It ties directly to the Joint Operations Planning and Execution System (JOPES), which provides senior planners with timely combat force, weapon system, and personnel data needed to prepare for a variety of military threats and operations other than war. In plain terms, we now only report as available the level of personnel and equipment required to support the 2MRC plans. The rules had changed. Fewer personnel needed to be on mobility status, fewer inoculations, fewer weapons qualifications, and less field gear was required. The authority to apportion and assign these new units of *availability* was also moved upstream to the Air Staff functional area managers. The "new construct" availability numbers based on actual requirements were drastically reduced. In FM, our previous WMP3,2 availability of approximately 3,000 was reduced to 1,700 and, along with other functional areas, the community was again reviewed for O&P opportunities. After additions for surge requirements, replacements, and a reserve of available tactical fighter equivalents (TFEs) not tasked by the 2MRCs, 1,034 FM uniformed positions were made candidates for outsourcing and privatization with a target date of FY-end 1998. We are not alone in this process.

The seriousness of the two major regional conflict debate with which we began is then made quite clear. Should the 2MRC planning scenario be reduced to a single MRC and a theater limited conflict, or to 1 MRC and 2 humanitarian support actions, the OPLANS requirements will be reduced. Thus, the TPFDD requirements will be reduced, thereby reducing the availability requirement. This would further expose uniformed authorizations to further O&P actions. Se-

The Warplanning Environment (Continued)...

nior Service leadership recognize the need for shrinking uniformed authorizations and the costs once easily borne in defending against the Cold War threat of aggression and Communist expansionism. At the same time, it is imperative that we maintain the capability to respond to further aggression by a rogue state such as Iraq in South West Asia and to meet whatever challenges may arise on or near the Korean Peninsula. Today, Operations Other Than War (OOTW) also consume more of our resources than in the past. To present a unified position in the debate, **General Fogleman**, Chief of Staff, USAF, and **General Reimer**, Chief of Staff, US Army, have initiated a dialogue which may prove to develop a unified Service position on this vital issue.

What Next?

How can we meet current requirements with no *cushion*? How can we continue to increase productivity? How can we work smarter, faster, cheaper, better? All in a future which may present itself with fewer talented, energetic, and enthusiastic bluesuiters.

Major commands are attempting to address these questions in their own unique ways, through outsourcing and privatization and through civilianization of positions. Command shortfalls may also need to be addressed through intra-command transfers or military-for-civilian position exchanges. Both of these alternatives appear to be *hard choice*, organization-wrenching options that may take years to accomplish. The advance of technology and refinement of how we perceive our wartime mission will also be vital to FM operations in the future. Air Combat Command (ACC) is developing the Automated Battlefield System (ABS) which promises to tie our deployed personnel to DFAS operating locations and centers, to home station transaction processing, and to a burgeoning variety of defense related information now residing on the Internet. As ACC and DFAS further explore remote access and financial management reporting capabilities, I anticipate that Air Force FM can provide more and more support to the deployed forces and Commanders of other Services and contribute vital support to joint missions. In Air Mobility Command (AMC), the first Air Force aircraft moving into an operations or mission theater has a Comptroller/Contracting team on board. These teams provide immediate mission financial support and assess requirements and capabilities required for those to follow. Several commands are remotely accessing home station resources using laptop computers and commercial *off the shelf* telecommunications capabilities which provide quantum increases in customer service timeliness and effectiveness in deployed operations.

Help Is Not Far Away

The Air Force FM & Comptroller team consists of active duty, Air National Guard, and Air Force Reserve elements. Air Reserve Components (ARC) and their comptroller personnel are considered alongside other major commands during plan development. As ARC combat forces assume more and more of the Air Force mission, the corresponding ARC Comptroller units will be tasked more heavily to support those units due to *home station sourcing* considerations. The home station sourcing concept provides for reducing CONUS transportation requirements by sourcing support forces directly from the installation from which the weapons systems are deployed. Major com-

mand Comptroller planners routinely call on their ANG and Reserve counterparts to fill both ongoing and contingency taskings around the country and around the world throughout the year.

In December 1994 senior FM leaders stipulated as they began the Long Range Planning (LRP) process that the first of all identified goals should be that we refine and improve our contingency and warfighting capabilities. The committee selected to pursue this goal identified major themes to pursue while subgoals were being developed. These themes attempted to reach beyond the moment, to build a conceptual framework to guide future actions, and to develop a new vision for the FM wartime mission. The Warplanning LRP Committee sought to ensure readiness, to make quality improvements in wartime capabilities, to improve process activities and training, to expand on technological advances, and to gain uniformity in contingency operation execution through a number of specific tasks. The Committee (which included a DFAS-DE representative) also took on as an early task the completion of a previous *framework* memorandum of agreement with the Defense Finance and Accounting Service governing support of Air Force FM contingency activities. Although DFAS (chartered as a Defense agency separate from the Air Force) has no direct or operational role in Air Force or Department of Defense contingency operations, the final agreement stipulates that DFAS will support Air Force on a fair share basis for ongoing deployment requirements such as those in South West Asia, and will further support MAJCOM requirements on an as-needed basis during contingencies. Major commands equip and train DFAS personnel and include them in programs such as TOP DOLLAR and assist them in meeting Air Force mobility requirements. DFAS absorbs approximately 80-100 deployments which would otherwise fall to Air Force FM each year and keep their people current on Air Force FM deployed operations. According to AF/DPX, no other Air Force functional area has any such agreement or an effective mechanism for recalling uniformed members assigned outside the Air Force during contingencies. This pioneering effort was not an original LRPC goal, yet required closure before many other issues could be addressed by the Wartime LRP Committee.

Where Do We Go From Here?

We can do it. You can help. The fact of the matter is that the FM deployment role is a vital one which must be accomplished now and in the future. We may have some disruption to our daily activities due to training or exercises, and may have to *fill in* while the bluesuiter at the next desk is TDY to Columbia, or Somalia, or Bosnia for a week or a month or for six months. It is the mission, why we're all here. To provide mission financial support. To fly. To fight. To win.

Along with the rest of the Air Force in this fiftieth year, we're getting better at what we do every day. We are redefining the FM deployed role to more effectively support the Commander and our traditional contracting partners. We're focusing on the accurate collection of financial management information in any corner of the world and prompt reporting to DFAS CONUS systems. Our training initiatives are producing top flight people we are able to count on to do

The Warplanning Environment (Continued)...

the mission and protect themselves in any situation. Advances we make in mission financial support will directly contribute to the Global Vision and help provide information dominance. We're proactive, leaning forward toward whatever the future may bring. Our folks are proud and know they can do the job and do it well. In the recent words of the Air Force Chief of Staff, General Ronald R. Fogleman while assessing the TOP DOLLAR program, *In this era of continuing change and diminished resources, the need for highly skilled Comptrollers and Contracting teams has never been greater.* We must continue to plan, train, equip, and sometimes go the extra distance to meet that need in an uncertain future.



Editor's Note: This article was current prior to press time and the release of the QDR. Major Regional Conflicts (MRCs) are now referred to as Major Theater Wars (MTWs).

About the Author



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Best Author April Issue

1st Place

TOP DOLLAR It's Not Just for Finance Anymore
by Lieutenant Colonel John Davis

2nd Place

Team Vance—The Team That Could!
by Second Lieutenant Zun-May Woo



FOCUS ON

- Audit
- Budget
- Cost
- Financial Operations

Streamlined Payment Processes

International Merchants Purchase Authorization Card (IMPAC)

The new IMPAC instructions provided to the field are focused on removing barriers to using the IMPAC for micro-purchases (\$2,500 or less) and streamlining monthly payment procedures. There are two major changes in the financial procedures. First, the funding document issued to the approving official for IMPAC purchases should be limited to one line of accounting. This means recurring base operations costs for an organization will be recorded in the accounting system under a single element of expense/investment code (EEIC) and a single responsibility center/cost center (RC/CC). There are exceptions to the one line of accounting policy for unusual cases such as reporting expenses for contingency exercises by Emergency/Special Project (ESP) code; morale, welfare and recreation costs by RC/CC and ESP code; flying hour costs, and allocating costs to reimbursable orders.

The second major financial change is the certification of the monthly installation invoice by the financial services office (FSO) for payment on a "pay and confirm" basis. Under this procedure, the FSO is designated as the billing office and certifies the monthly invoice for payment prior to receipt of the approving official statements. The FSO takes very little risk because of the contractual relationship with the bank that includes a sixty day dispute period to contest any charges. In addition, the bank invoice has been accurate 99.85% of the time. The cardholder and approving official are administratively responsible for the propriety of the purchase and the FSO is responsible for the propriety of the payment. The "pay and confirm" process will eliminate Prompt Payment Act late payment penalties and maximize purchase card rebates.

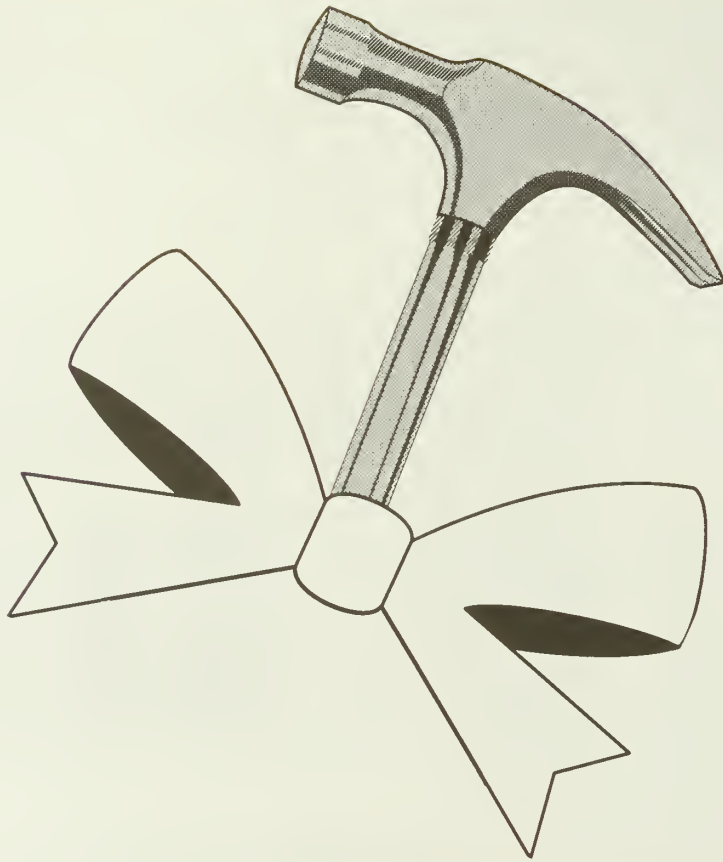
The new procedures were effective 28 Apr 97 and must be fully implemented by 1 Oct 97. SAF/FMPC is working with SAF/AQCO and the Defense Finance and Accounting Service (DFAS) to provide training to the installation program coordinators and one person from the FSO. The training will take place between 15 Oct - 15 Dec 97 at the DFAS Indianapolis Center. The course includes training on the new Air Force instructions, cardholder reconciliation software, financial procedures and the new First Bank Card System. Training has been delayed because of software changes and card conversion will take place after the training. POC is Mr Jeff Arrington at DSN 227-6410.

Vendor Pay Reinvention

DFAS has been testing a vendor pay reinvention initiative which entails paying invoices of \$2500 or less without first receiving proof of receipt. This new initiative requires the installation level receiving activity to document the receipt of goods or services as before, however, the original receiving report will be filed at the receiving activity instead of being passed to the FSO for shipment to the servicing DFAS Operating Location (OPLOC). The installation receiving activity will only provide proof of receipt when requested by the DFAS OPLOC. These requests for receipt are generated by the DFAS OPLOC based on a monthly statistical sampling of the payments that met the \$2500 or less criteria. This initiative is expected to reduce workload and lost discounts/interest penalty payments. Over 40 locations have been involved in the test and results to-date have been generally successful. If the test is approved for Air Force wide use, it will be phased in over a period of time to ensure training is provided for the FSO and receiving activity personnel. POC is Lt Col Rob Watson at DSN 224-5429.



Golden Hammer Award



*For the Automated
Battlefield System
Development Team—*

*Thanks for building a government that
works better and costs less!*

-Al Gore

**The Automated
Battlefield System
Development Team**

Col Robert Adams
Lt Col Charles Thomas
Capt David Babyak
SMSgt Wayne Sidell
MSgt Richard Maschak



On 15 May, Secretary of the Air Force, Sheila Widnall, presented Vice President Gore's Golden Hammer Award to an ACC financial management team for developing the Air Force Automated Battlefield System. This award recognizes teams of Federal, State, or Local government employees who have made significant contributions toward cutting red tape, putting customers first, empowering employees, and getting back to basics. The ACC/FM team members are **Colonel Robert Adams**, former Chief, Finance, Plans and Programs, HQ ACC, currently Deputy Comptroller, HQ AETC; **Lt Colonel Charles L. Thomas**, former Chief, Financial Services Branch, currently Comptroller, 21 CPTS; **Captain David S. Babyak**, communication-computer manager; **Senior Master Sergeant Wayne Sidell**, Superintendent of Military Pay; and **Master Sergeant Richard Maschak**, Noncommissioned Officer-in-Charge of Special Programs.

The Automated Battlefield System (ABS) is the first fully automated, man-portable system capable of supporting Air Force accounting requirements and military pay service for all uniformed personnel. It provides deployed forces direct, on-line access worldwide to Air Force accounting systems at regional processing centers as well as Army, Navy, Air Force, and Marine Corps military pay systems from any location—no matter how remote. Initial development of the system began in 1994 and cost less than \$10,000.

ABS was first field tested in September 1994 in support of Operation Uphold Democracy. During that deployment, accounting transactions were processed on-line while the system was demonstrated to the **Honorable Robert Hale, SAF/FM**, in his office on 28 September. From his desk in the Pentagon, the demonstration team accessed the accounting database of the deployed team. This demonstrated a much needed online inquiry capability for real-time accounting unheard of prior to that date. Since that demonstration, the ABS developmental team has continued to export the system and increase the operational capabilities of the system platform. Currently USAFE, PACAF, AMC, ACC, AETC, AFSPC, and AFRES have purchased over 90 systems to support operations and exercises in Southwest Asia, Bosnia, and the Pacific. The system is also planned for employment in the South American theater of operations. SAF/FM is evaluating employment of the Automated Battlefield System into 1998 Air Force TOP DOLLAR competition.

The essence of the ABS concept depends upon communication connectivity. To support that requirement, the ABS has multiple options to achieve connectivity via phone lines (commercial/DSN), local-area network (LAN), or in the most extreme conditions, the portable satellite communications (INMARSAT). These features were developed in conjunction with the deployed battlefield communica-



Secretary of the Air Force, Sheila Widnall, addressing the audience



Secretary Widnall, Gen Hawley (Commander, HQ ACC), Mr Hale (SAF/FM), and Team Members

tions architecture. In ACC we have identified the comptroller as a battlefield communications customer and continue to develop this relationship through base exercises, ORIs, and real world deployments.

From the comptroller perspective, having direct access to the general accounting and finance system (GAFS), or more commonly referred to as BQ, enables the processing of real-time obligation data from any location worldwide. In the case of the SWA AOR, it allows all theater paying agents to access the Shaw BQ system (the AOR funding point) and to provide current data accessible by 20 CPTS/CC, CENTAF/FM, and ACC/FM simultaneously. This provides us with a six-year automated financial database providing financial plan data, automated transaction audit trail, and a method of certifying obligation status from agent to agent during rotation turnover. This facilitates much needed information to answer critical funding issues during this fiscally restrained period.

Having access to the BQ system eliminates the need for AF Form 616, *Fund Cite Authorization*, and provides greater flexibility to deployed agents. Manual homemade spreadsheets used to aid the paying agent in recording obligation data have been replaced by the standardized product capability produced by Paperview and MicroBAS applications. The ability to

download data to Microsoft Excel provides helpful tools for the deployed agent in reconciling BQ inputs, provides status of obligation briefings, and enhances open document certifications.

ACC/FM could not have accomplished these milestones in Air Force tactical accounting operations without the support of DFAS-DE personnel. To assist in training personnel on contingency scenarios, DFAS-DE authorized the use of fund type "T" accounting records, establishing a BQ training database. This capability enables all authorized BQ users to access and process training transactions via any BQ accepted application. DFAS continues to support the ABS development team as we push the envelope

incorporating Integrated Accounts Payable System (IAPS) and Integrated Paying and Collecting (IPC) with new applications and enhanced procedures.

The ABS also give us Defense Joint Military Pay System (DJMS) capabilities used to support deployed members onsite. Military Pay inquiry, transaction input, and Electronic Mail Communication Center (EMCC) capabilities are available to the deployed agent with proper access privileges. These capabilities support all uniformed personnel, regardless of branch of service, as well as Air Force Reserve members.

Using ABS Internet and CD-ROM capabilities reduces the need to deploy with hard copy regulations and forms in the logistics detail kit (LogDet). This enhancement significantly reduces a major portion of the LogDet kit bulk weight, reducing airlift support requirements. Additionally, as application usage continues to evolve, the adage *Train as we fight* will continue to manifest itself so that tomorrow's agent will actually deploy with the most current tools of the trade.

While the ABS platform is not today's panacea for deployment operations, it remains an ideal platform for growth and development of tomorrow's applications. The Quadrennial Defense Review highlights the ongoing need for a joint, mobile, and flexible response force. To meet that challenge, the ABS platform must maintain its compatibility with standard DoD accounting and finance systems as they are developed and employed. Current development of the Defense Joint Accounting System and the inclusion of the Navy military pay system into DJMS are examples of future applications and capabilities that our deploying warfighter must have access to. As reengineering applications are developed, i.e., Federal Automated System for Travel (FAST), Automated Business Service System (ABSS), etc., their applicability to the deploying warfighter must be established and included in program development and training programs.

In the words of Mr Hale, *ABS has served us and thousands of deployed warfighters very well. ABS places the entire comptroller computer capability at any deployed location in the world.*



Presentation of Hammer Award by Secretary Widnall to Colonel Adams



Secretary Widnall and Gen Hawley attending the demonstration of the Automated Battlefield System



NOTES FROM THE:

Deputy Assistant Secretary, Budget

by Major General George T. Stringer

Omnibus Reprogramming

The Air Force has prepared and submitted a \$435.3M Omnibus reprogramming request, comprised of \$348.5M O&M and \$86.8M investment requirements. Major content of the operations portion includes depot level reparables, programmed depot maintenance, reconstitution of the Delta II launch pad, BOS, and tuition assistance. Investment initiatives, which make up the smallest reprogramming total for these accounts in recent years, were limited to actions essential to maintaining program executability, complying with JCS direction, OSD acquisition decision, Administration policy, Congressional intent, or achieving a critical combat capability. At every stage of the process the requirements had to be balanced against the scarcity of sources. The \$435.3M Omnibus sources, when added to off-sets for the contingency supplemental, bring the total acquisition sources identified this year over \$800 million. As a result, Omnibus sources represented unusually hard choices, many involving sacrifice of program content and/or schedule.

As this is written, OSD is reviewing the package for submission to Congress after Memorial Day. The Department hopes to obtain August approval but this is far from certain. As the Congressional schedule currently shapes up, approval may well slip into mid-to-late September.

FY97 Supplemental Appropriation

At this writing, the FY97 Supplemental Appropriation for overseas peacekeeping efforts, including Bosnia, is on the Hill for action—we expect final passage by Memorial Day. The bill will include approximately \$2.08B for the DoD to fund personnel, operations, and equipment drawdown costs associated with contingency operations, most notably those in Bosnia (\$1.38B) and Southwest Asia (\$0.6B). The Air Force piece of the supplemental request is approximately \$0.7B. Please note it's too early to predict the final outcome, but we will release funding as soon as possible.

FY99 Budget Estimates Submission (BES)

The FY99 BES is setting up to be one of the most challenging and fast-paced in recent memory. The usual sequence of events, POM submit in late spring followed by BES in September, is changed this year

to accommodate the Quadrennial Defense Review. As a practical matter, budget and POM cycles will overlap. We finish with BES submittal by 26 Sept 97—only 36 days after submission of the FY99 APOM. To reach the "end game", we will reprice selected items in conjunction with the FY99 APOM development: in June, we will reprice civilian pay and AFCAIG rates; in July we will lay in OSD budget guidance; in August, when we get to the BES, we will estimate and lay in the impact of military personnel reprice (Outsourcing and Privatization separation costs), incorporate approved Investment Budget Review recommendations and update Air Force Working Capital Fund rates.

Investment Budget Review (IBR)

SAF/FMBI is adjusting the IBR schedule to support the latest schedules for BES. SAF/FMBI requested supporting documentation in mid-May; Logistic and Product Center site visits begin in June and conclude mid-July. IBR results will be analyzed during the end of July to support a 5 Aug 97 IBRC leading to recommendations to the Air Force Board and Air Force Council in mid-August.

As in the past, the IBRC will review acquisition accounts for program executability, compliance with DoD guidance, Congressional interest and direction, fact-of-life changes, obligation and expenditure rates, and other long-standing DoD PBD measures. The IBRC will recommend funding adjustments to better defend the Air Force budget in the fall review.

Program Budget Accounting System (PBAS)

We have officially used the PBAS system for issuing FY97 Treasury Index 97 appropriations since December 1996. While we have experienced some problems in processing funding documents, significant progress has been made in transitioning to this new funds distribution system. PBAS has advantages. It reduces the processing time for issuing documents since we do not need to maintain availability of funds in this system. Also, the electronic documents transfer largely eliminates mailing. Currently, DFAS-IN is working our base-level (Level 4) activities' connections. This on-line capability may still take some time since there are over two thousand defense-wide users. There is also

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NOTES FROM THE:

Deputy Assistant Secretary, Cost & Economics

by Mr LeRoy T. Baseman



Transfer of Selected Acquisition Reports (SARs). By agreement with SAF/AQ, the responsibility for the administration of the SARs and Nunn-McCurdy Breach Reporting transferred from SAF/FMCC to SAF/AQXA following the completion of the FY98 President's Budget (PB) submission. The move is in consonance with the downsizing of SAF/FMC by approximately 40 percent through FY01 and aligns the responsibility with the content of the SARs, which is more programmatic than financial in nature. Other than the change in office symbol for submitting requirement documentation, program offices should experience no change in processes and procedures for reporting.

Video Teleconference (VTC) Facility. Plans are underway to install a VTC in the Air Force Cost Analysis Agency (AFCAA) and in SAF/FMC, to be used primarily by SAF/FM personnel. Installation is scheduled for completion by late August.

Pentagon Renovation/FMC Consolidation. As part of the Pentagon renovation, the Directorate of Cost Analysis will move into the AFCAA facility in Crystal City by the end of August. SAF/FMCE and the FMC front office will remain in the Pentagon for the foreseeable future. The Pentagon renovation will require about 10 years to complete. New phone numbers and E-mail addresses of analysts you work with in FMCC will be posted on the SAF/FM Home Page.

Economic Analysis Workshop. The Sixth Annual World-Wide Economic Analysis (EA) Workshop, sponsored by the Directorate of Economics and Business Management (SAF/FMCE), was held at Kirtland AFB NM, 29 April - 1 May 1997. Representing every major command, more than 120 attendees gathered to learn the status of key FM initiatives, to profit from colleagues' experiences, and to learn about state-of-the-art economic analysis tools.

The Honorable Robert F. Hale, SAF/FM, provided the keynote address *Economic Analysis in the Air Force* which, by its global perspective, set a motivational and compelling tone for the remainder of the conference.

This year's major theme was outsourcing and privatization and leading experts in the FM community convened to impart their knowledge and experience. Examples of leading-edge presentations included: *The Air Force Commercial Activities Program*, by Ms Annie Andrews, HQ USAF/XPMR; *Outsourcing and*

Privatization and the Innovation Center's (AFCQMI's) Role in A-76, by Mr Manuel Salazar, AFCQMI/MQCB; *Housing Privatization Overview*, by Lt Col Dave Williams, AF/ILEI; and *Air Force Economic Analysis—New Directions*, by Mr Stephen Connair, SAF/FMCE. For the benefit of those unable to attend, briefing slides from each of these presentations are now available on the Economic Analysis Home Page: <http://www.saffm.hq.af.mil/SAFFM/FMC/econanal.html>.

Mr Lin Arison, SAF/FMCEE, in addition to chairing a panel on *Economic Analysis Requirements for Housing Privatization*, also addressed the new economic analysis software program **Econpack 1.0 for Windows** which is now downloadable from the EA Home Page, and the new **A-76 Independent Review Home Page** which is accessible at: <http://www.saffm.hq.af.mil/SAFFM/FMC/a76.html>. Mr Arison also conducted a session on *Economic Impact Analysis* highlighting the latest EIA model update (version 1.4) and its supporting documentation.

Ms Paula Spinner, SAF/FMCEE, presented *GPRA and the Performance Measures Handbook*, and conducted a session on *Activity-Based Costing (ABC) and Air Force Analysis*. Ms Spinner presented an overview of the role of ABC methodology, providing examples of how ABC is being implemented throughout the Air Force. Because of its ability to increase cost awareness and streamline operations, ABC will also be used to identify candidates for Outsourcing and Privatization (O&P).

The April issue of *The Air Force Comptroller* magazine contained an article describing activity-based costing in some detail, as well as what SAF/FMC was doing to assist the MAJCOMs and field in using this tool. Since February 1997, FMCE has offered two ABC training classes and both were filled to capacity. The class was delivered by the Naval Center for Acquisition Training-Midwest, with course content based on the Harvard model. Case studies in the class come from college texts and students receive credit hours for completion of the course. A second offering of the same course is scheduled for the end of July in Arlington VA (Crystal City) and is already filled, necessitating a third class scheduled for November. If you wish to attend future classes, please notify your MAJCOM FM POC. The actual course is funded by SAF/FMC; TDY is the responsibility of the base.





NOTES FROM THE:

Deputy Assistant Secretary, Financial Operations

by Mr John J. Nethery

Mandatory Use of the Government Travel Charge Card and Split Disbursements. As many changes as we have endured in the travel business, more are on the way. On the horizon—the government travel charge card will be *mandatory for all expenses incident to government travel*. Dr Hamre directed maximized use of the Government Travel Charge Card in his Travel Reengineering Policy Memorandums number two and seven, including placing transportation charges on individual cards. Full implementation of those directives is awaiting split disbursement capability (direct paying both the card company and the traveler) contained in IATS (Integrated Automated Travel System) 5.0, scheduled to be released this fiscal year. The goal is to reduce costs associated with current accounting and management oversight.

The twist is *mandatory* split disbursements cannot be directed so we will have to *communicate* to travelers that using split disbursement is easier and better way of doing business. If we are not successful in our communication effort and in developing sound policies and procedures, we may suffer increased charge card delinquencies correlated with increased card use.

Also bearing on this evolving situation is legislation to make the Government Travel Charge Card mandatory for all expenses incident to official government travel. H.R. 930 also provides a mechanism for exemptions with respect to members of the uniformed services. In addition, the Bill authorizes the head of an agency to conduct salary offsets for Federal employees delinquent on their Federal travel charge accounts. It will likely be a matter of months before this Bill is signed into law and the final outcome may take a different form but our preparation for increased card use is critical.

Challenges and our approach:

a. **Matching our policies and procedures to DoD direction and law.** We have the benefit of seeing the changes coming so we're going to conduct tests of split disbursing in travel reengineering software and with IATS 5.0 before we make Air Force-wide changes. After we figure out split disbursements and associated policies

and procedures, then we can take steps to maximize use of the card.

b. **Communicating the changes.** We must ensure travelers and leadership see the changes coming and we must do our best to make everyone appreciate the reasons for the changes. We must also communicate new processes associated with the changes. SAF/FMPC will go out with a variety of messages and media when the changes are close to implementation. In addition, we will need to closely coordinate our process changes with civilian bargaining units.

We appreciate everyone's involvement in making these changes work. If you have questions or concerns, contact Lt Col Steve Johnson at DSN 224-5399 or johnsosh@af.pentagon.mil.

Air Force Annual Financial Statements. The FY97 Chief Financial Officer (CFO) Annual Financial Statements were recently published and distributed throughout the Air Force. These reports, which are required by law, document the Air Force's financial performance and selected aggregate measures of its mission effectiveness. One report covers General Funds; the other deals with Defense Business Operations Fund (DBOF).

The Air Force and the Defense Finance and Accounting Service (DFAS), with the help of the Air Force Audit Agency and two consulting firms, made a concerted effort to further improve the statements this year by developing/including new and improved financial indicators and mission performance measures and by adding more descriptive material. The goal was to make the statements more useful to *commanders* and *managers* by using fiscal and mission performance indicators that they understand and find beneficial. Since these are annual reports and published well after the fact, the idea was not to make the indicators something commanders and managers would operate from, but instead, operate toward.

Although we took a giant step toward making the statements more useful, we know we must continue to work closely with DFAS and the Air Force Audit Agency to achieve even greater improvements. Producing "auditable" financial statements is the cornerstone to complying with

the legal requirements of the CFO Act. So far, no Service has produced an auditable financial statement. Each year the auditors have issued a "disclaimer" opinion because Air Force financial statements do not pass basic audit standards—primarily because of serious shortcomings in its financial systems. Unfortunately, there is no quick fix to improve or replace these systems; although substantial efforts are underway. However, next year the Air Force should have one auditable statement within the General Funds Report. This will represent an important first step toward increasing public confidence in Air Force stewardship of funds and the credibility of its financial reports.

FEDGAAP Codification. The Codification of Federal Financial Accounting Concepts and Standards sets forth the Federal generally accepted accounting principles (FEDGAAP) used to prepare the Air Force financial statements required by the Chief Financial Officers (CFO) Act of 1990. The Codification was scheduled to be published in a one-volume document this spring, and arrangements were made to distribute a copy to each comptroller.

Although CFO Act implementation has probably had little visible impact at most bases so far, this will change in the next few years as FEDGAAP evolves and its requirements are more fully implemented. For instance, starting in fiscal year 1998, Air Force equipment and real property will be reported as assets "belonging" to the general funds or to the various working capital funds, and will be reported on a new stewardship statement. While item cost and use will be crucial factors, the exact rules for determining where a specific item will be reported have not yet been finalized. Once they are, the next step will be to implement the rules in current and future computer systems so the items will be

automatically categorized and reported on the proper statement with minimal manual effort. As more changes occur to implement present and future FEDGAAP requirements, the more likely it is that there will be visible impacts at base-level. The Codification should be helpful when a commander or functional area manager turns to the FM community wanting to understand why such changes are being made.

BAH Does Not Stand for Sheep. Basic Allowance for Housing (BAH) may become the new allowance which would combine current basic allowance for quarters (BAQ) with either Variable Housing Allowance (VHA) or Overseas Housing Allowance (OHA). This is still a proposed legislation, meaning that the final document may not resemble the document currently being reviewed. This allowance is to become effective 1 January 1998.

The single housing allowance would be based on locality and rank and would be tied to an appraisal of rental costs in each area instead of a survey that asks members how much they are paying for housing. This entitlement would no longer require the member to provide actual cost data when certifying entitlement.

There are still several questions/concerns that need to be evaluated by the Per Diem Travel and Transportation Allowance Committee (PDTATAC), and the Office of the Under Secretary of Defense.

If we are looking at 1 January 1998 effective data, this does not leave enough time for DFAS to fully automate this process. Some system and manual workarounds may be needed to make this project a reality. Meetings are continually taking place to keep all players informed. We will keep you posted as we become aware of any further information.

Director, DFAS-Denver Center (Continued from Page 25)

incrementally released—the *beta* release is scheduled for deployment at a few selected test sites mid-summer 1997. Enhancements will be incorporated into future releases and deployed at scheduled times.

Implementation of Vendor Pay Reinvention Initiatives. The Vendor Pay Reinvention test conducted by the Denver Center resulted in significant workload reductions for DFAS and the Air Force activities supported. Several initiatives have been approved for full implementation and all paying offices and FSOs have been provided with implementation guidance. The initiatives that have been approved and were authorized to be implemented effective April 1, 1997 were:

- a. Use of a \$100 threshold for not requiring prepaid freight receipts.
- b. Printing vendor pay vouchers on plain bond paper.
- c. DFAS-DE Vendor Information Page on the World Wide

Web, implementing for all Operating Locations (OPLOCs) supporting Air Force accounts.

- d. Deobligation of dormant residual balances of \$500 or less.
- e. Use of remittance address specified on contracts or if not specified on the contract, authorize use of the invoice remittance address.

- f. Eliminate original voucher submission to DFAS-DE (OPLOCs and RAFOs only).

- g. Transfer contract to paying office supporting accountable station for payment to reduce cross disbursements and for others payments.

Initiatives for changes in procedures for the International Merchants Purchase Authorization Card (IMPAC) Program and for Statistical Sampling for Receiving Reports are still being worked with SAF/FM staff and will be implemented upon approval.



NOTES FROM THE:

Auditor General of the Air Force

by Mr Jackie R. Crawford

Partners for Change

The Chief Financial Officers (CFO) Act, with its mandate for improved financial management and auditable statements, is providing Air Force managers a significant challenge. Financial statement accuracy depends on the ability of financial and mixed systems to provide reliable information. Since most mixed systems are under the control of other functional area officials, financial managers must pursue partnering arrangements to implement the changes needed to generate reliable financial data.

A Collaborative Approach. Efforts to improve the reliability of property, plant, equipment, and inventory (PPE&I) systems are well under way among personnel from the Office of the Assistant Secretary (Financial Management and Comptroller) (SAF/FM); Deputy Chief of Staff, Installations and Logistics (AF/IL); and the Air Force Audit Agency (AFAA).

- SAF/FM personnel are identifying systems that provide data for the financial statements. For example, SAF/FM personnel have identified about 44 systems that provide PPE&I data. In addition to identifying the universe of systems, SAF/FM personnel are prioritizing the systems based on their impact on the financial statements.

- Based on this identification and prioritization process. AFAA is scheduling and accomplishing audits or management advisory services (MAS) to evaluate system controls. These evaluations focus on system controls necessary to meet General Accounting Office and Joint Financial Management Improvement Program standards.

- AF/IL personnel are using audit and MAS services to strengthen the relevant system controls. As the existing PPE&I systems are modified or

replaced, AF/IL personnel will use AFAA results to establish controls needed for accuracy and reliability of PPE&I data. The following are two examples of systems currently being addressed.

Global Combat Support System-Air Force (GCSS-AF). This effort will integrate base-level combat support systems to provide wing commanders enhanced decision support; migrate base-level systems to an open, nonproprietary architecture with reduced costs; and incorporate functional process improvements to improve overall effectiveness and efficiency. The Air Force chose the current standard base supply system (SBSS) as the lead application for the GCSS-AF. At AF/IL request, AFAA auditors are performing MAS work throughout the SBSS to GCSS-AF conversion to help ensure the new supply system will comply with the CFO Act.

Automated Civil Engineering System (ACES). This new system will replace the current Work Information Management System (WIMS). The AFAA has completed an audit of the WIMS real property module and is presently auditing the WIMS financial management and acquisition modules. AF/IL will use these audit results to ensure control deficiencies are properly and timely addressed. AFAA will also provide MAS assistance during ACES development and participate in meetings of the ACES Integrated Product Team.

Summary. Through this partnership for change, the Air Force is improving controls within PPE&I systems. The improved controls will help ensure (a) reliable information for Air Force financial statements and (b) logistics decisions are based on accurate PPE&I data. I believe the team of SAF/FM, AF/IL, and AFAA personnel will provide synergistic benefits that could not be achieved through separate efforts.

NOTES FROM THE:

Director, Defense Finance and Accounting Service—Denver Center

by Mr John S. Nabil



The New DJMS-AC Inquiry System. The existing DJMS-AC Inquiry System is being enhanced with a new user interface. Leveraging current mainstream client/server technologies, the goal of the new application is to provide the end user a presentation facility which significantly improves the system's ease of use through an intuitive interface that reduces overall training times and increases the understanding of presented data.

For over 20 years, DJMS has enabled service members, both active and reserve components, to resolve even complex pay problems using on-line methods with quick response times.

The existing DJMS-AC Inquiry System is a traditional COBOL based, IBM mainframe centric application considered by many to be *user unfriendly*. User presentation is accomplished via a character mode terminal interface with cryptic abbreviations. An unstructured data presentation is based on the systems internal data representation. Data access requires use of complex tables and host based access update routines.

With the DJMS Program Manager's approval, a Joint Application Development (JAD) team composed of DFAS-DE and Directorate of Software Engineering—Military Pay (DFAS-DSE-MP) personnel was formed to design and develop an inquiry system that addresses these problems by providing an easy to use facility which displays the inherently complex contents of a member's military pay record in a logical, end user oriented fashion. In addition to service independent, *kitchen English* captions and an extensive help facility, a number of tools will be provided to quickly navigate through the some 8,200 data fields present within a pay record.

Ultimately, the degree to which the new system is successful will be determined by its users. The system must be sufficiently easy to use so that a novice user can become productive with the minimum amount of training. At the same time, the system must be sophisticated enough to meet the needs of its most demanding user. For these reasons, field and central site Military Pay Personnel from all three Services, attended the Military Master Pay Account (MMPA) redevelopment meeting held at DFAS-DE. The attendees enthusiastically participated, along with

the JAD, in the initial redesign of the system, which will allow the inquiry system to benefit the actual user in day-to-day operations. Based on their input, the MMPA data was organized into categories which will allow military pay personnel to research pay matters more efficiently. These attendees are considered *extended* members of the JAD and are kept abreast in all aspects of the redesign.

A demo version of DSIS was created and distributed to the *extended* members of the JAD for their review and continued input. This demo represented a screen walkthrough of the new inquiry system as it will appear to users worldwide. It applies user friendly, *point and click* features, hypertext drill down to MMPA and pay information details, and on-line help. The demo was also presented at the January 1997 DJMS Comprehensive Review for hands-on use by the 90 attendees. Their response was overwhelming, most requested and received a copy to take back to their individual military pay offices.

To expedite the development within time and budget constraints, existing Customer Information Control System (CICS) MMPA access routines are being *reused* via Remote Procedure Call (RPC) design. This token data transfer technology populates multiple *packets* of MMPA data. This process also allows a fundamental presentation advantage—presentation can begin when the first *data stream* arrives.

While every effort has been made to keep system requirements to a minimum, modern current client/server facilities necessitate the use of systems with sufficient resources to accommodate the complex processes involved in the high speed exchange of information between the user's workstation and the DJMS enterprise server. The new inquiry is designed to meet most of the PC configurations used at field and central site locations.

DSIS will run concurrently with the existing DJMS-AC inquiry system and will be fielded over time at military pay offices worldwide for active duty Army, Air Force, and Navy members. The communications network requires connection to Defense MegaCenter (DMC) Chambersburg for Navy users and DMC Denver for Air Force and Army users. DSIS will be

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NOTES FROM THE:

Standard Systems Group

by Mr D. Roger Herndon

The current Standard Base Supply System (SBSS) is an archaic logistics system which contains both logistics and accounting functionality. Regardless of the system's age it is still the backbone of the Air Force's logistical processing worldwide. The challenge is to create a system to provide the required war fighting capabilities currently being provided by the SBSS, one that is reengineered, streamlined, and in the Defense Information Infrastructure-Common Operating Environment (DII-COE). The Global Combat Support System (GCSS) is a contract effort managed by the HQ SSG with Lockheed/Martin-Marietta as the prime contractor. Phase 1 of GCSS is the modernization of retail logistics functions. This phase would replace the logistics functions in the SBSS. GCSS advertises that it will be a "seamless" logistics process, meaning that it has every intention to also incorporate "wholesale" logistics processes in a subsequent phase. The GCSS contract was awarded late 1996, and the contractor has proposed a COTS solution to the SBSS, Western Pacific Data Systems "GOLD" as the selection of choice. The GOLD COTS solution will not provide any accounting functionality as currently provided by the SBSS. Financial data from GOLD will be passed to SMAS for financial update.

A Joint Application Development/Rapid Application Development (JAD/RAD) is being conducted to ensure that GOLD meets the requirements outlined by the Air Force standard base supply community and the financial community (DFAS-DE/ANBL). The JAD/RAD is a process where the customer and the contractor meet together to iron out system requirements and methods which the contractor can use to satisfy those requirements. The contractor will use the results of the JADRAD to modify the current GOLD system to include these requirements. Representatives from DFAS-DE/ANBL and SSG/SBFL are attending all JADRAD sessions to insure that financial requirements are addressed. A specific Financial Requirements Meeting is scheduled and will include members from the Air Staff and Major Commands. The purpose of this meeting is to identify the requirements for GCSS-AF in order to accomplish financial accounting in SMAS. In addition to funds control and reporting, defense property accounting and requirements for managing costs per flying hour

will be discussed. The current/proposed schedule for GOLD is to provide a significant component 15 months after task order approval, which should be August 1998. It is anticipated that SMAS will be ready for the GOLD Initial Operational Capability. The SMAS Funds Control Module, which will be operating in a DII-COE, is scheduled for implementation later this calendar year. The remaining SMAS will be operational in a DII-COE in 1998.

Other Materiel Systems initiatives are: Materiel Support Division. On 1 October 1997, the Materiel Support Division (MSD) will be implemented. MSD is an AFMC initiative to consolidate the three business activities, Reparable Support, Systems Support, and Cost of Operations Divisions into the MSD. The major goals of MSD are to:

- Align the accounting reports along the same lines as the business is organized.
- Change the method of developing prices and capturing costs. The Standard Materiel Accounting System (SMAS) is being modified to capture data at various levels to portray the results of operations of each Inventory Control Point (ICP). Cost recovery factors have been developed for three categories of expenses:
 - Those the ICP manager can control
 - Those that are downward directed to the ICP
 - Recoveries to cover condemnations

Separating the cost recovery into several categories on the financial reports will allow rates for each ICP to relate the cost of operating each specific ICP. In addition, these changes will bring the accounting for inventory into compliance with the Federal Accounting Standard Advisory Board Statement of Recommended Accounting Standards No. 3. Under this standard the Standard Materiel Accounting System and the Standard Base Supply System will implement the direct method of inventory valuation. Under the direct method, inventory held for repair is valued at the same value of a serviceable item less the estimated repair cost.

Standard Base Supply System (Accounting and Finance). Effective with the load of SBSS software release R970901, payments for off station non-Air Force aviation fuel purchases will be handled by the San

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NOTES FROM THE:

Comptroller Training Flight



by Major Jeffrey A. Bryan, Commander

If this article reads like a recruiting pitch, rest assured that's because it is! Over the past few months, several of our very best and most qualified instructors completed tours at Sheppard AFB and left for new challenges around the Air Force. Consequently, we're looking for top-notch, highly motivated Comptrollers to take their place on our team. If you've ever remotely considered instructor duty, this article is for you.

CMSgt (retired) Greg Gardner, now of DFAS-Omaha, graciously agreed for us to reproduce this article he first published in **AETCRP 178-1**, AETC's Comptroller Newsletter, December 1995.

EVERYTHING YOU EVER WANTED TO KNOW ABOUT INSTRUCTOR DUTY

Ever thought about becoming a Financial Analysis, Financial Management, or Financial Services instructor? You didn't apply because:

- (a) you hated Wichita Falls and never wanted to go back there;
- (b) you really didn't know what instructors did outside the classroom, and fear of the unknown kept you from applying; or
- (c) you share the most common fear among humans—getting up in front of people and talking.

I can't do much about (a) except to tell you if you haven't been back to Wichita Falls since Technical Training, you will find it much different. Different, not because Wichita Falls has changed, but because you have. You are not the same naive airman who's scared to death trying to figure out what the military is all about. You are no longer trying to learn complicated government financial terminology and accounting codes, travel regulations, pay and allowances entitlements, and those endless lists of forms the school wanted you to memorize. Wichita Falls is still the same, one mall at Sikes Senter, lots of country and western music, a low cost of living, good schools, tornadoes, year-round golf, 2 hours from Dallas and Oklahoma City, and a whole bunch of new airman who need you.

Getting up in front of a classroom (or any group of people) can be terrifying. It's the most common fear we have and it's OK to feel that way. Everyone sitting next to you probably feels, or did feel, the same way. Like any other phobia the best way to overcome it is to take the offensive. Just do it! The first time you may fall flat on your face, but the second time will be a little better, the next even better, but soon it will become as comfortable as sitting at your desk and computing a travel voucher. (Hey, I'm speaking from experience—been there, and done it!). The school will help—they'll teach you how to instruct and overcome this fear. But the easiest way is to realize you know more than the audience. You are the expert! Then turn that nervousness into energy and use it to become the best public speaker (or instructor) you can be.

What follows is a detailed description of what an instructor can expect and how you get the job:

1. Instructors are currently assigned for a 4-year tour. Although there is some ability to shorten or lengthen this, 4 years is the target time on station. Of course other normal assignment rules apply, such as humanitarian assignments or if a slot goes away and an instructor becomes "surplus," and so on.
2. Instructor candidates must either have at least an associate degree or be extremely close to its completion to be considered for instructor duty. If you are close, submit your package.
3. Requests for assignment to this special duty must processed through local MPF channels and forwarded to HQ AETC/DPAAT for review and consideration.
4. Individuals attend a Basic Instructor Course (BIC) at Sheppard. BIC is 4 weeks and designed to prepare the instructor for lecturing in front of people and complete other administrative documentation required in the classroom environment.

Comptroller Training Flight (Continued)...

5. Following graduation from BIC, instructors become qualified to instruct various courses and/or blocks of instruction. They further their knowledge by sitting through blocks of instruction, preparing personalized lesson plans, and processing/measuring school curriculum.

6. The instructor's primary mission is to support career field training at the apprentice level. Additionally, there are supplemental courses they will instruct. These range from 10-21 class days.

7. Instructors support mobile training courses. When commands request training in particular areas of concern, the schoolhouse sends instructors TDY to other bases or agencies to satisfy these training requirements. Today, the primary user of Mobile Training is DFAS.

8. Instructors are writers. They are required to prepare course materials for the classes they teach. This involves revisions/rewrites of study guides, lesson plans and measurement items. Based on the needs of the financial management community, this may involve rewrite of course content from start to finish. Instructors are sent to Faculty Development courses at Sheppard to prepare them for writing course materials.


9. Instructors are counselors. Students under the control of the schoolhouse need academic, as

well as non-academic, counseling. The instructor becomes aware to the numerous agencies on base to assist student's needs during this time; they become listeners and advisors.

10. Instructors are involved in the military training process for pipeline students. They get involved with room inspections and they continue the process of military discipline. They provide assistance to students through the mentor program in areas such as out-processing, assignments, sponsor programs, and helping students experiencing academic difficulties.

11. Instructors maintain documentation such as grade cards, special individualized assistance, counseling forms, safety briefings, and so on.

There you have it! Like any assignment, there are good and bad aspects. But what a tremendous opportunity and challenge. Instructors shape the future of the Air Force and the Comptroller discipline—an awesome responsibility, but one that's perhaps the most rewarding. Think about it! Call an instructor and talk to him/her. Then call the AETC Functional Manager, CMSgt Nick Stradley, DSN 487-4882, or CMSgt SMSgt Tim Kilpatrick at AFPC, DSN 487-3836, and they'll help you all they can!

—CMSgt (retired) Greg Gardner 

Deputy Assistant Secretary, Budget (Continued from page 20)

an initiative by DFAS-IN to modernize PBAS. We have provided them a list of proposed system enhancements. In addition the data warehouse at DFAS-IN seems to be progressing; however, there is an initiative to centralize all departmental reporting for Treasury Index 97 accounts. No decision has been made as to which system will be used to process these reports.

Financial Information Resource System (FIRST) Project Update


Personnel from both software development organizations (Single Agency Manager and Standard Systems Group) and the Project Management Office recently met with the Director of Budget Management and Execution to discuss the FIRST project status. Listed below are some significant planning dates discussed in the meeting. Development organizations are evaluating these

target dates and preparing plans to identify the supporting workload.

October 1998—Complete final operational capability of funds management system.

October 2000—All core functionality (funds management, formulation, and execution) to be operational. (MicroBAS and CBAS will have been turned off).

October 2001—ABIDES turned off.

The worldwide enterprise system architecture we envision is very complex. This overall architecture is critical for our distributed, client-server system. Work on the framework of the architecture is within three or four months of completion and will include hardware architecture recommendations. Lastly, the kick-off meeting with the primary investigator for the AF/SC sponsored independent assessment of our approach to FIRST was 15 April. We expect the report in mid-June. 

NOTES FROM THE:

Professional Military Comptroller School

by Mr Mark McLeod



Why should you come to the Professional Military Comptroller School (PMCS)? Well, the formal answer is you should come for Yourself, for Your Organization, and for Your Country.

If that sounds kind of *sappy* or a little too sentimental for you...then I apologize. However, this article is being written by a guy who gets a tear in his eye at a ball game when the **National Anthem** is played and gets a lump in his throat when **Lee Greenwood** sings, *I'm Proud to Be an American*. I am not only proud to be an American and to live in this great country, but I am also proud to work for the Department of Defense (DoD) in the Financial Management/Comptroller career field.

We, in DoD, are always asking why we are not as productive, efficient, or as profitable as the commercial business world? The answer is we have a very different mission or reason for existence. The average company or corporation does not have the responsibility to defend the Constitution against enemies foreign and domestic, nor to promote democracy and freedom throughout the world. The military and civilian members of the DoD carry that sacred mission and responsibility around every day. Granted, we are not always on the front lines of a conflict or humanitarian effort, but our skills and expertise are always there behind the scenes. Proper budgeting, allocating, and disbursing of funds is essential to equip, transport, and sustain our troops. If that is true, and we know it is, then we, in the Financial Management/Comptroller field, are the backbone of the DoD. What a great responsibility.

That brings us back to my original question. Why should you come to PMCS? I can think of three reasons that will benefit you, your organization, and your country. In a nutshell, PMCS offers you the opportunity to **Continue Your Professional Development**, **Expand Your Horizon**, and to **Sharpen Your Saw**. Let me explain.

PMCS helps you **Continue Your Professional Development**. Being selected to attend PMCS speaks volumes in itself. The selection process is very competitive and those selected are seen as outstanding performers having potential for more managerial responsibility. PMCS has been recognized as the premier professional development course for financial management professionals by the Army, Navy, Air Force, and DoD

agencies. PMCS provides a non-threatening environment in which you can continue to develop within your financial management/comptroller career fields. You will practice and refine your communication skills, test old, and develop new interpersonal skills, and increase your knowledge of the basic financial management career fields. Students write two papers on financial management topics, present a briefing on their organization or job specialty, and introduce one of our distinguished guest speakers. This allows students to enhance their verbal and written communication skills and learn more about other agencies at the same time. Students are assigned to smaller groups or seminars where they compete in academics and athletics, and meet regularly to discuss financial management/comptroller related topics as well as topics such as leadership, ethics, and core values. PMCS gives you the opportunity to continue your professional development in a very unique setting.

PMCS will **Expand Your Horizon**. Very seldom in your hectic work day are you able to see beyond the next tasking, through the next crisis, or outside the walls of your very own cubical. PMCS pulls you beyond the routine, above the fires, and outside of your box. PMCS provides an environment where you can exchange ideas, share experiences, and learn how other professionals do their jobs. Too often we forget we are **Team DoD**. Desert Storm taught us many lessons, one of which is that the DoD has to come together in many arenas. The financial management/comptroller arena is definitely one of them. You will have the opportunity to rub shoulders with students from the Air Force, Army, Navy, Marines, DFAS, and other DoD agencies. All different in appearance but common in purpose. You will receive lectures by faculty members on all financial management/comptroller career fields. The lectures are enhanced by over sixty distinguished guest speakers, many of which are flag/general officers or civilian equivalents. They address key financial topics as well as other current operational issues that impact resource allocation. PMCS lets you step outside the box and see the entire career field from a variety of perspectives.

PMCS allows you to **Sharpen Your Saw**. You may be wondering what that means. Like most jobs in our

Continued on Page 39



NOTES FROM THE:

Chief for Enlisted Matters

by CMS James J. Magnotta

The last article is always the toughest, and this is it. It has been a very rewarding tour in Washington as the financial management enlisted voice to Mr Hale. There have been challenges, excitement, and a vast amount of learning during this period. It all comes to a close this summer when I hang up my blue suit for the last time. But before I go, here is the last article that I hope tells my story.

Over the last thirty years of my Air Force career there have been many changes. When I entered the Air Force in 1965, the Southeast Asia conflict was plastered over the network news each evening. Public opinion ran the spectrum from all for to all against the military. Those of us in *fatigues* and *1505s* had the highest morale I have ever experienced. We were a team that would rise to any challenge. Then the conflict ended, and the first of my drawdowns began. The norm in those days was separate at the port and good luck. I separated in November 1969 and sought my pot of gold. My goals were to get in college, graduate, and make my first million. Well, it didn't happen. I found myself wanting to be back in uniform with my old team. I reenlisted in 1971 and started a new career that lasted another 26 years.

The next 26 years were filled with challenges and experiences that I will not forget. One of those challenges was deciding what career field to retrain into when the communications network dried up. I chose Management Analysis, a field many of you never heard of and some of you never understood. After completing school at Sheppard (like we all do) I was assigned to Altus AFB, Oklahoma, as a management analyst. In three years there I learned more about the Air Force than I could have imagined. I moved on to the Air Force Academy where budget got into my veins. Our office was one of the first to combine management analysis and budget, and that, too, was a learning experience. I learned the budget process and my coworkers learned a little about analysis. The next few years were spent in various jobs in the comptroller family each of which broadened my horizons. I had tours in PACAF, TAC, and ACC headquarters when the Air Force was on a long needed growth chart. While at HQ TAC and later

HQ ACC, we showed our muscle again in another part of the world Southwest Asia. Again the Air Force team had very high morale and did its job. As history repeats itself, following the desert campaign we began my second and most challenging drawdown. It comes at a time when we are facing tough decisions on force sizes, outsourcing and privatization, and career field mergers. Most challenging is the fact that I came to Washington when the time for talk was over and action was the name of the game. My marching orders were to make it happen, and I think we did. We have all energized the network to make financial management a strong career field. From senior leadership in Washington to the newest three level at the counter there is a commitment to make FM better than ever. I've heard Mr. Hale challenge many audiences to look inward at our success stories and build on them for a better tomorrow. If each of us made one improvement to our daily jobs the possibilities are endless. Each of you has a responsibility to make improvements wherever needed. Don't hold back on ideas—share them. If you are a supervisor, listen to your people, and make good ideas happen.

As a community we have laid the groundwork to improve financial management. Our AFSC merger will most likely add challenge to your daily life, but in the long run will make you stronger. Our training guide project will give supervisors, trainers, trainees, and commanders the tools they need to train our people to be the best they can be. Regardless of the tools in place, improving FM will take time and require patience. Some days will be better than others. Be positive. Don't be negative. Change is something that will always be part of your military career.

As I draw down my own career there are some words of advice I'd like to share. If you don't have a plan for your career, make one now. Goals are important for two reasons. They make you think the future and act in the present. Get involved in professional organizations like ASMC. Finish your PME as soon as you can. Don't take on more than you can handle at one time. If you're in the middle of your CDCs, don't overload off duty college courses. When your coworkers are bogged down,

help them out. In general, treat people the way you want them to treat you. Most importantly, wear and be proud of your uniform. It stands for a way of life that you chose and many before you gave the ultimate sacrifice to preserve.

Barbara and I were married a little over a year when we made the move back into the Air Force. It was a decision somewhat disconcerting to both our parents, but the second best one I ever made. Our twenty-six years together in Air Force Blue gave us exactly what we wanted, less the first million of course. I achieved my educational goals, helped raise three fine young men, played on the best team in the world, and for the last 30 months been in the best job anywhere. I'd like to thank so many of you for the best times of my life. It has been fun and we look forward to the next frontier.

P.S.

There are a number of people that played key roles in developing our OJT training guide project. The following is a list of those who volunteered their time and spent long hours working the project. My hats off to each of them.

OJT Guide Project Writers

Travel

CMSgt Mike Creenan
MSgt Calvin Henderson
MSgt Karen Fish
MSgt Ken McManigal
MSgt Larry Crawford
TSgt Cyril Ollano
TSgt Chip Dearing
SSgt Corna Clingman
SSgt Doug Ochodnick
SSgt Genene King
SSgt June Lauffenberger
SSgt Len Mitchell
SSgt Michael McGriff
SSgt Preston Bright
SSgt Stephen Bugayong
SSgt Thomas Brown
Sra Robert Spears

Accounting 1

CMSgt Larry Gonzales
CMSgt Claire Godbaut
MSgt Bill Dye
MSgt Catherin Torain
MSgt Jon Gauld
MSgt Melissa Berryhill
TSgt Al Castaneda
TSgt Al Schmidt

TSgt Deborah Operchuck
TSgt Kenneth Ritz
TSgt Lewis Williams
TSgt Michael Windsor
TSgt Vincent Steiner
SSgt Ben Rivera
SSgt Carol Mezger
SSgt Darin Parker
SSgt Donald Taylor
SSgt Dwayne Arnold
SSgt Fred McGill
SSgt Ray Quenneville
SSgt Ron Haygood

Military Pay

CMSgt Tom Plendl
SMSgt Wendy Colestocker
MSgt Craig Clauser
MSgt Maurice McCoy Sr
MSgt Steven James
TSgt Bobbie Meyer-Graeter
TSgt Bryn Lepine
TSgt Lolita Thomas
TSgt LuLann Trent
SSgt Bill Pauley, Jr
SSgt Carol Scoble
SSgt John Stewart
SSgt Joseph Rainey
SSgt Roberta Pray
SSgt Sherry Dawson
SSgt Suzanne Signore-Hayes
SSgt Thomas Lipscomb

Accounting 2

CMSgt Bill Yokom
MSgt Ed Kertulis
MSgt Jon Gauld
MSgt Merle Spaulding
MSgt Tom Olexa
MSgt Walter Griffin
TSgt Al Castaneda
TSgt Billy Johnson
TSgt Clarence Hayes
TSgt David Blosser
TSgt Pamela Battles
TSgt Robert Sanford
TSgt Thomas Hanck
SSgt Daniel Lanke
SSgt Jennifer Gomez
SSgt Kimmy Moss
SSgt Lisa McCurdy
SSgt Mary Smith
SSgt Terrance Smith
SSgt Tony Martin
Sra Shelli Hill
Sra Ed Lawson, Jr



NOTES FROM THE:

Comptroller Officer Assignments

by Maj Lori Wortman, DSN 487-5031
wortmanl@hq.afpc.af.mil

A Year in Review

I'm devoting this article to a review of the year—plus that I have served as YOUR assignment officer. It has been a hectic year with over 300 assignments processed, over a dozen Spread-The-Word briefing trips, and countless telephone calls and emails answered. The assignments system has gone through significant changes and our Financial Management and Comptroller career field is restructuring to meet the challenges of the Air Force.

More Choice/More Voice

Over the past year, one of the most significant changes to the assignment process occurred. The changes, titled *More Choice/More Voice*, were directed by Gen Fogleman and are in response to the field commanders' request for more involvement in the assignment process. Essentially, the changes impacted all officers, regardless of their *move status*. Here is a summary of the changes:

Commander Involvement—Commander involvement in the assignment process is total. The gaining commander (owner of the vacant position) receives a list of all eligible and qualified volunteers and *add-ons*. *Add-ons* are officers that have been volunteered by their current supervisors for an advertised position. Current, or *losing*, commanders are more involved with the assignments of their officers. Commanders can contact AFPC and submit comments as to where their officers should go for their next assignments.

Assignment Process Timeline—All officers need to be aware of their move eligibility status. Officers are considered eligible for an assignment if they meet the job requirements and Time On Station (TOS) criteria by the report date (RNLTD) of the advertised position. What does this mean? If the EBB shows a *must fill* position (i.e., short tour) in the ASAP status and you meet the job and TOS requirements by the RNLTD of that position, you may be vulnerable for the position.

FM Commander Candidate Board

The FM community held its first annual Comptroller Commanders Board in January 1997.

The board was made up of nine senior financial management officers and was chaired by SAF/FMB. The board reviewed records of 102 officers and selected 55 for the 25 to 30 squadron and flight commander positions that are projected to open in CY97. The board focused not only on the officers' past and present job performance, and potential for leading one of our comptroller organizations, but also the appropriate career timing of a potential command billet.

The CY98 board will convene in September 1997. As a result of CORONA 95, AFPC is standardizing the eligibility and procedures for all commander boards. The CY98 board will be tailored to follow the new guidance. A few of the expected changes include: (1) all field grade officers (including major-selects) will be considered regardless of TOS, DEROS, or controlled tours (officers on joint billets need 20 months by Jan 98); (2) deferred officers will be eligible; and (3) the board will be held in August-October timeframe. Results from the board will be released in late September or early October, so we can begin making assignments for January 1998.

Latest Manning Projections

Here is the FY97 projection for manning in the Financial Management and Comptroller career field. **Note:** these figures include both 65F and 65W positions and officers.

Lt Col—Authorized 190, Assigned 140—73%
Major—Authorized 202, Assigned 140—69%
Captain—Authorized 421, Assigned 274—65%
Lieutenant—Authorized 101, Assigned 279—276%

Air Force Total—Authorized 914, Assigned 833—91%

What does our manning mean? First, most of our field grade officers will probably have one (or more) tour as an FM flight and/or squadron commander. Second, more company grade officers will perform one or more short tours. Here is a listing of the Short Tour Locations—all are dependent restricted locations unless noted (number of positions available):

Riyadh, Saudi Arabia (2)
 Osan Air Base, SKorea (4)
 Kunsan Air Base, SKorea (4)
 Lajes Air Base, the Azores* (3)
 Keflavik Air Base, Iceland* (1)
 Woomera Air Station, Australia* (1)
 Izmir Air Base, Turkey* (1)
 Incirlik Air Base, Turkey* (2)
 Andersen Air Base, Guam* (3)

*15 months unaccompanied, 24 months accompanied.

Third, many of our officers will continue to be assigned to positions one grade above their current rank (i.e., lieutenants assigned to captains billets). Finally, all of our officers will be performing more challenging duties. We are also expanding our joint duty involvement as well as receiving additional deployment taskings, so our officers must also be more mobile. Bottomline for you—be proactive in managing your career, plan to move every three years (or earlier), and if you haven't moved, expect to be put on assignment that meets the Air Force's needs.

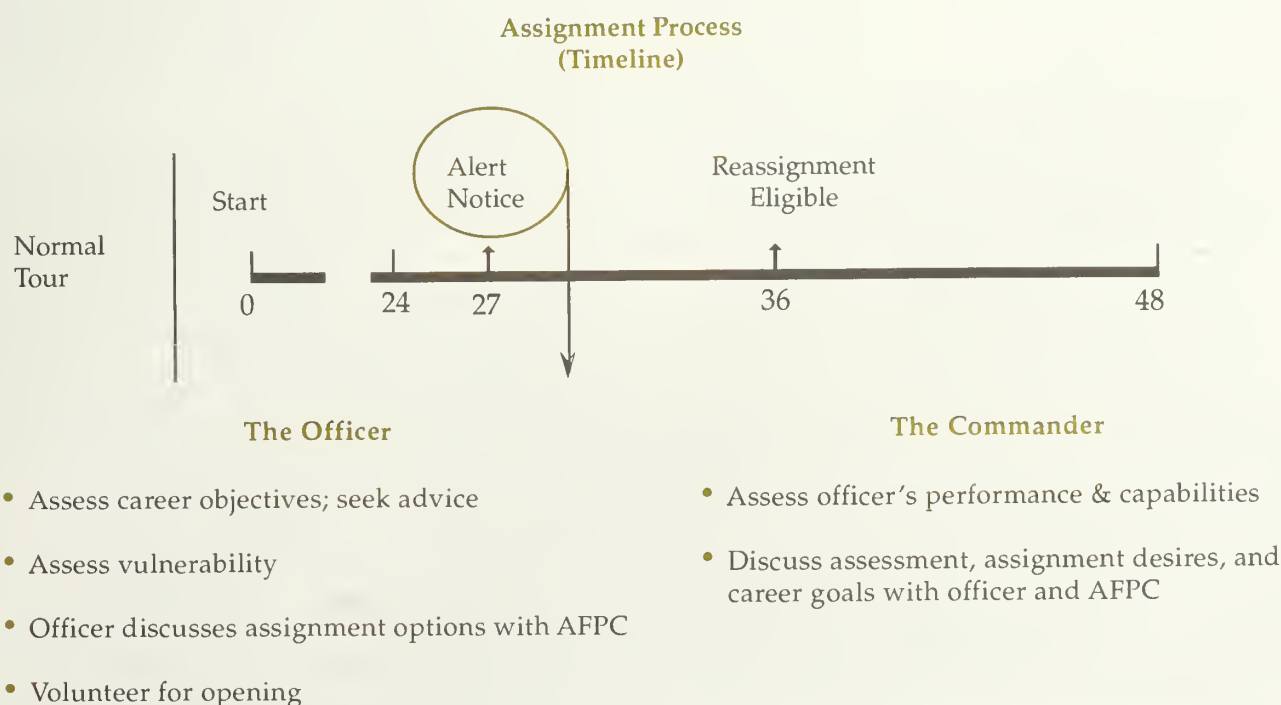
Common Question

What can I do to make myself more competitive for future FM Commanders' Candidates Boards?

The Jan 97 board focused on officers' past and present job performance, education, and training, as

well as potential to lead one of our comptroller organizations. I want to emphasize the importance of your current job. The most important part of your career is your performance in your **current** job. Your job performance is directly reflected in OPRs and awards you may receive. The OPRs and awards are two pieces of information our FM Board review. Officers also need to complete PME and a master's degree program because that demonstrates continued career and personal growth. All board members looked at the officers' *depth* of FM knowledge (i.e., base, product center, MAJCOM, SAF) and *breadth* of experience (i.e., budget, cost, financial services, acquisition, joint, overseas tours).

The board also relied on the Officer Selection Folder and a one-page SURF that summarizes an officer's career. Officers need to know the contents of their Selection Folders, which are held here at AFPC. The Selection Folders contain copies of OPRs and award write-ups and are used at promotion boards as well as our FM Board. Officers need to check their folders at least six to nine months prior to a promotion board. Officers are authorized to take Permissive TDY to Randolph AFB to check records, but for most officers, this is impractical. As an alternative, officers can contact the Selection Board Secretariat (HQ AFPC/DPPBR4) and request a copy, on microfiche, of their selection folder. The process usually takes two- to four-weeks to complete. The Board Secretariat Records Section can be contacted by **telephone (DSN 487-2998)** or **fax (DSN 487-4255)**.





Financial Management Career Program

by FMCP Palace Team Members

Call Center Established

Another new improvement at the Air Force Personnel Center (AFPC) is the establishment of the AFPC call center. All Air Force military and civilian personnel can obtain general information on a variety of subjects by calling 1-800-558-1404 or DSN 487-7849 during normal duty hours (central time zone).

Specifically, call center personnel can access information from the Management Information System (MIS) used by career programs to answer general career questions. Also the call center has the ability to link the caller with the Financial Management Career Program Team to assist in answering detailed career questions when necessary.

Examples of questions that can be answered by the call center include: How are career program positions filled? How can I register for a career program? What is a certificate? What types of certificates are there? How many people can be referred on a certificate? What determines who is referred on a certificate? How do I find out if I am on a certificate? Who makes the selection? Can I contact the selecting official? What geographic areas am I registered for? General questions concerning a person's Total Person Score may also be asked.

Standard Core Personnel Documents (SCPDs)

Many thanks to the people who have reviewed draft financial management SCPDs sent out from the FMCP. The functional expert reviews of these personnel documents are vital to ensure that they correctly and accurately reflect the duties associated for each occupational series. The AFPC, Directorate of Civilian Personnel Operations, SCPD Library Branch developed these SCPDs based on representative position descriptions and performance plans from across the Air Force.

The SCPD Library is a new concept in developing SCPDs for use Air Force-wide. SCPDs reduce supervisory time spent writing or duplicating core personnel documents, increase classification and skill coding consistency, and help offset civilian personnel reductions. In a 30 September 1996 ALMAJCOM-FOA/CC memorandum, the Air Force Vice Chief of Staff pointed out that it is in the best interest of the Air Force to maximize the use of SCPDs and that, *as a minimum, SCPDs should be implemented as positions are established or filled.* The SCPD format replaces the Palace Automate core document format and is in-line with current Air Force requirements for CPDs. The SCPD format expands the duty portion of the document to contain all grade-controlling information with only a few short one-liner performance standards for each duty. All of the information impacting the classification of the position is contained in the duty paragraphs rather than in the performance standards. This arrangement of data allows managers the flexibility to change the performance standards to meet local needs without affecting the classification information.

Once finalized, SCPDs will be available on the world wide web (<http://dpcweb.afpc.af.mil/>) for use throughout the financial management community. SCPDs currently available on the WWW in the GS-500, Accounting and Budget Group, include the GS-510 (for NAFFA), GS-530, GS-540, and GS-545. SCPDs are currently being developed for the GS-560, GS-561, GS-525, and GS-544 series. As additional draft SCPDs are developed, the FMCP will again request the assistance of functional experts for review and comment.

New fax number for the Palace Team:

DSN 487-2874

COMMERCIAL 210-652-2874



PROMOTIONS



Col Goble



Col Vaughn



Col Wagner

Colonel Mark O. Goble is Chief, Financial Analysis, HQ AFSPC/FMA, Peterson AFB CO.

Colonel Gary W. Vaughn is Chief, Budget Division, Comptroller Directorate, Air Force Reserve, Pentagon, Washington, DC.

Colonel Darrell P. Wagner is Chief, Finance, Plans, and Programs, HQ ACC/FMF, Langley AFB VA.

Colonel Carl W. Conner is Chief, Requirements and Budget Integration Division, OO-ALC/FMB, Hill AFB UT. (No Photo Available)

Mr Wayne L. Foster, GS-15, is Chief, Financial Management, ASC OL-FM/YAF, Wright-Patterson AFB OH. (No Photo Available)

Air Combat Command

Bouchard, Paul, to SMSgt;
Seymour Johnson AFB NC/CCS
Curry, Cynthia L., to GS-13; HQ
ACC/FMAOS
Elliott, Al, to GS-12; Minot AFB
ND/FMA
Filion, Suzanne, to Maj; HQ ACC/
FMAOO
LaHaye, Dwayne A., to Capt; Lajes
PO/FMA
Nabors, Janet, to GS-11; Nellis
AFB/FMA

Air Education & Training Command

Gonzalez, Ulises, to Capt; 56 FW/
FM

Ramos, Nicolas, to Capt; HQ
AETC/FMF
Taliaferro, Aaron to Capt; HQ
AETC/FMAM

Air Force Audit Agency

Duell, Jill M., to GS-13; FSC, March
AFB CA
Hall, Kathleen L., to GS-12; QLR
Eglin AFB FL
Johnson, Christopher E., to GS-12;
QLR, Los Angeles AFB CA
Mattson, Mary L., to GS-12; FDW,
Elmendorf AFB AK
Murray, Michelle D., to GS-13;
QLD, Wright-Patterson AFB OH
Patricolo, Sandra L., to GS-12; FDE,
Maxwell AFB AL
Quigley, James M., to GS-12; FDC,

McConnell AFB KS
Roth, Leslie G., to GS-13; QLF,
Wright-Patterson AFB OH
Spencer, Alan, to GS-13; QLQ,
Wright-Patterson AFB OH
Stubben, Deborah, to GS-12; FDW,
Nellis AFB NV
Ward, Johnnie M., to GS-13; FD,
Arlington VA
Williams, Linda K., to GS-13; QLM,
Wright-Patterson AFB OH
Windland, Debra R., to GS-11; FDE
Shaw AFB SC

Air Force Communications Agency

Turnure, Robert F., III, to GS-13;
AFCA/RMAR

Air Force Materiel Command

Allen, Daniel L., Jr., to Capt; ASC/
XRP
Ayo, Christal, to GS-12; SA-ALC/
FMPF
Brant, Daniel E., to Capt; ASC/
YWM
Bustos, Diane R., to GS-13; RL/
FMDI
Cordero, Jorge J., to Capt; SMC/
MCP
Corley, Patricia, to GS-12; OC-
ALC/FMIBC
Draper, Beverly, to GS-12; PL/
FMBA
Dryden, Sue, to GS-13; WR-ALC/
FMLMB
Elliott, Nancy H., to GS-12; ASC
OL-FM/VXF
Gaskin, Jerry T., to GS-13; AFDTC/
FMTT-TSTB
Goddard, Paula W., to GS-12; WR-
ALC/FMFAA
Hensley, Roger, to GS-12; OC-
ALC/FMIBC
Hilton, George, to Maj; SA-ALCX/
FMIR
Holmes, Bernard, to Maj; SA-
ALC/FM
Horne, Linda, to GS-12; WR-ALC/
FMLRC
Hurst, Deron L., to Capt; ASC/
LYC
Iselo, Jean F., to GS-14; RL/FMD
Kirchhoffer, Jennifer S., to Capt;
ASC/LUM
Littlejohn, Raymond, to GS-12; SA-
ALC/FMIR
McBride, Verna J., to GS-12; ASC
OL-FM/MNPB
McLaughlin, Linda, to GS-14;
ASC/FMB
Mitchell, Jennifer L., to Capt; WL/
MLF
Mitchell, Robert L., to Capt; SMC/
CLP
Montoya, Donna M., to GS-12;
ASC OL-FM/YAF
Myers, David W., to Capt; SMC/
FM
Plendl, Thomas E., to CMSgt;
AFDTC/FMF
Rieck, Gregory A., to Capt; ASC/
YPF
Robinson, Kenneth, to GS-12; SA-
ALC/FMIO

Rodgers, Carlos, to GS-13;
AFDTC/FMTO-OSXB
Saldano, Paul H., to Capt; SMC/
CFP
Shenk, Terri L., to GS-14; RL/FMB
Sims, James R., Jr., to LTC; ASC-
OL/FM
Singleton, Danny, to GS-13; WR-
ALC/FMLRC
Singleton, Debra A., to GS-13; WR-
ALC/FMPX
Spencer, Linda, to GS-12; SA-
ALC/FMIO
Stevenson, Lisa M., to GS-13; ESC/
FMP
Swader, Samella G., to GS-12; WR-
ALC/FMFAA
Ward, Ruth, to GS-13; PL/FM
Warren, Evelyn, to GS-12; AGMC/
FMOC
Williams, Darrell L., to Capt; ASC/
VFF
Willis, Linda, to GS-13; WR-ALC/
FMLRB
Wong, Deanna, to GS-12; SA-ALC/
FMIR

Air Mobility Command

Gropp, John W., to MSgt;
McConnell/FMA
Meyer, Kimberly A., to Maj; HQ
AMC/FMBC
Pridmore, Edward, to SMSgt;
Ramstein/FM

Air Force Reserve

Lucas, Sharon, to GS-13; HQ
AFRC/FMXS, Robins AFB GA

Air Force Special Operations Command

Brueggemann, Barbara K., to
MSgt; HQ AFSOC/FMPF

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Gebo, Gary W., to MSgt; 120 FW;
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Jennings, Kevin D., to SMSgt; 161
ARW, Phoenix AZ
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McConnell AFB KS
Swann, Barbara J., to MSgt; 123
AW, Louisville KY
Shultz, Debbie R., to LTC; Gen
Mitchel ANGB WI
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Woolley, Allen M., to LTC, 106 RW,
Suffolk County Airport NY

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AFS/CC; Osan AB KS
Richardson, Buck, to MSgt; 51
CPTS/FMFP, Osan AB KS

United States Air Forces in Europe

Clauser, Craig, to SMSgt; 86 CPTS/
FMF
Grant, Tracy A., to MSgt; 26 AFS/
RAFA
Major, Thomas O., to Maj; HQ
USAFE/FMAOS
O'Brien, James, to Maj; 39 CPTF/
FM
Sheesley, Daniel R., to Capt; 100
CPTS/FMA

SAF/FM

Draudt, Joseph J., to GS-13; SAF/
FMBMR
Hammonds, Vera, to GS-12; SAF/
FMBMR
Shimel, Brian D., to Major; SAF/
FMC

RETIREMENTS



Colonel Richard C. Ilardi, was the Deputy Comptroller, Air Combat Command, Langley AFB VA (over 35 years of service).



Mr George J. Gallagher, GM-15, was the Chief, Control & Analysis, SAF/FMBMC (31 years of service).



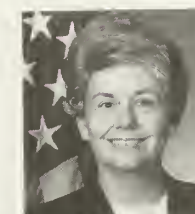
Colonel Fred Kohler, was the Total Force Advisor, Air Force Reserve and Mobilization Assistant to the Deputy Director for Security Assistance, DFAS-Denver Center (over 30 years of service).



Colonel Paul D. Huegel, was the Director, Financial Management and Comptroller, HQ AIA, San Antonio TX (30 years of service).



Colonel Jack H. Mechanic, was the Director, Defense Finance and Accounting Service—Omaha Operating Location (nearly 30 years of service).



Ms A. Lee Battershell, GM-15, was the Chief, Policy, Oversight, and Systems Division, AFAA/DOV, Arlington VA.

Colonel Charles L. Milhiser, Jr., was the Deputy Comptroller, HQ AMC/FM, Scott AFB IL (30 years of service). (No Photo Available)



RETIREMENTS (Continued)...

Air Combat Command

Corry, Debra, MSgt; Beale AFB/
FMF
Gifford, Steve L., MSgt; HQ ACC/
FMA
Hendrix, Aubrey, Maj; 9AF/
USCENTAF/FM
Maschak, Richard P., MSgt; HQ
ACC/FMF
Sidell, Wayne A., SMSgt; HQ
ACC/FMF
Slusher, Jakie, SSgt; Beale AFB/
FMF
Vigil, John, GS-12; Holloman AFB/
DAO

Air Education & Training Command

Harris, Joyce, GS-12; 97 CPTF/
FMA
Michael, Gendowlyn, MSgt; 97
CPTF/FMF

Air Force Audit Agency

Biggs, Eugene L., GS-14; QLS,
Wright-Patterson AFB OH
Kelly, Beverly A., GS-12; QLR,
Kelly AFB TX

Air Force Communications Agency

Clewis, Ruth E., GS-12; HQ
AFCA/FMAR

Air Force Materiel Command

Aldodus, Lawrence, GS-12; OO-
ALC/FMR
Comerford, Daniel R., GS-14;
SMC/MTP
De la Cruz, Ana, GS-13; SA-ALC/
FM
Despain, Merrill, GS-12; OO-ALC/
FMDS
Fellabaum, Patricia A., GS-13;
SMC/CEP
Gaffey, Patrick, GS-12; SA-ALC/
FMXC

Markosian, David, GS-12; OO-
ALC/FMDP
Mills, Alan, LTC; PL/FMB
Moore, Wayland E., GS-12; SMC/
FMPS
Park, William J., GS-13; 61 ABG/
CE
Perez, Jesse, GS-12; SA-ALC/
FMXS
Pierce-Thompson, Penny E., GS-14;
ESC/TN
Ritchey, Gail D., GS-13; SMC/CLP
Ririe, Farrell, GS-12; OO-ALC/
FMBA
Schmidt, Janet G., GS-12; SMC/
FMPR
Schmidt, Paul, GS-12; OO-ALC/
FMR
Souza, Betty L., GS-12; SMC/
MTPB
Stallworth, Gwendol, GS-13;
SMC/FMB
Tiernan, Annette, GS-14; SMC/
FMB
Wertz, Carolyn F., GS-12; SMC/
CWB
Whetman, David, GS-12; OO-
ALC/FMDP

Air Force Reserve

Goutas, John, GS-13; 439 AW/FM,
Westover ARB MA
Markle, Stuart, GM-13; 939 RQW/
FM, Portland IAP ANGB OR
Slayton, Earl, GS-12; AFRCAFO/
FMF, Dobbins ARB GA

Air Force Space Command

Vorce, Theresa, Maj; 90 MW/CC,
FE Warren AFB WY

Air Mobility Command

Blais, James R., CMSgt; McGuire
AFB NJ/FM
Dollar, Robert B., Capt, McGuire
AFB NJ/FMA
Jackson, Suzanna M., MSgt; HQ
AMC/FME
Kindle, Steven, TSgt; Pope AFB

NC/FMA

Meyer, JoAnn D., SMSgt; HQ
AMC/FMBO
Wooden, Kenneth W., Maj; HQ
AMC/FMBO

Pacific Air Forces

Cromer, George, MSgt; 354 CPTF;
Eielson AFB AK
Holland, Bruce K., LTC; HQ
PACAF/FMA; Hickam AFB HI
Naputi, Johnny C., MSgt HQ
PACAF/FMFF; Hickam AFB HI
Rivers, Glenn M., MSgt; HQ
PACAF/FMFA; Hickam AFB HI
Sablan, Juan, GS-11; 36 CPTF,
Andersen AFB GQ

HQ USAFA

Seabrook, Stephen M., SMSgt; 10
ABW/FMF

United States Air Forces in Europe

Biser, Bruce C., Maj; 31 CPTS/FM
Garlatti, Miranda, U-3; 31 CPTS/
FMFT

DFAS-DE

Berryman, Emraye, WG-6, DFAS-
DE/WV
Cipolla, Patrick, GS-12; DFAS-DE/
FJ
Geist, Shirley, GS-12; DFAS-DE/FJ
Meder, Marjorie, Maj; DFAS-DE/
CI
Seibert, Gary, GS-13; DFAS-DE/
AN

SAF/FM

O'Neil, Inga, Maj; SAF/FMBOI

SES ACTION



Mr Earl J. Scott is a newly selected SES and is the Assistant Auditor General (Financial and Support Audits), March AFB CA.

Standard Systems Group (Continued From Page 26)

Antonio OPLOC and the processing of 1FN transactions processing will be restricted to the Kelly Air Force Base Standard Base Supply System (SBSS), SRAN FP2050. The Directorate of Aerospace Fuels and the Defense Finance and Accounting Service-Denver Center have directed that on 1 October 1997 a new autonomous satellite account (FP2050) be estab-

lished at Kelly AFB. The new account will be responsible for processing all AVFUEL non-AF refueling transactions (1FN) for off-station fuel purchased by Air Force aircraft. Centralizing the 1FN processing will allow all accounts payable and sales data to be recorded at one location. Once the new account is established, the home station's local Base Fuels

Management Office (BFMO) will no longer be responsible for processing 1FN transactions. The 1FN transactions will continue to reflect the home station Stock Record Account Number (SRAN) as the buyer but, the new fuels satellite account (SRAN FP2050) at Kelly AFB will be reflected as the seller.



Professional Military Comptroller School (Continued From Page 29)

business, my last assignment was very demanding and quite stressful. Fortunately, I had a boss who understood that reality and would occasionally say to me *Lucky* (he called everyone *Lucky*) *your saw needs sharpening*. This would mean a five minute walk, lunch out of the office, or an afternoon with my family. He would say, just as a woodsman cuts less and less wood if he fails to sharpen his saw, so do we become less and less productive if we fail to take care of the total person. PMCS provides the environment where individuals can step back, relax, and

analyze the stresses in their lives. While at PMCS students are reminded how important good health and exercise are to being more productive at work. Students are encouraged to begin a routine of aerobic exercise and learn how a good diet can help them feel better. Also, students can exercise their minds at the Air University Library, the best DoD research facility outside of Washington, D.C. PMCS provides a unique environment for you to take a break from your normal routine, recharge your batteries, exercise, and do some study and self re-

flecting, all of which will help you prioritize your life and be more productive at work.

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Assistant Secretary of the Air Force Financial Management and Comptroller

Hail and Farewell

CMS James J. Magnotta

CMS James J. Magnotta was born in Scranton PA on 31 July 1947. He graduated from Central High School in 1965. He holds a master of arts degree in Management and Supervision from Central Michigan University and a bachelor of science degree in Business Management from the University of Southern Colorado. He is a distinguished graduate from both the USAF Senior NCO Academy and the Air Force Systems Command NCO Academy.

Chief Magnotta entered the Air Force in December 1965. Following basic training at Lackland AFB TX, he entered communications operations technical school at Keesler AFB MS. His first assignment was as a communications specialist, Loring AFB ME, where he served from April 1966 to May 1967. In May 1967 he was assigned to the 98 Strategic Wing, Torrejon AB, Spain, in the communications career field. He separated from the Air Force in November 1969. In July 1971 he reenlisted and was assigned to the 18th Communications Squadron, Westover AFB MA, as a communications specialist. In November 1972 he was assigned to the 23 Tactical Air Support Squadron, Nakom-Phenom RTAB, Thailand, and later moved with the unit to Ubon AB, Thailand. In August 1973 he retrained into the comptroller career field as a management analyst. He graduated from the management analysis technical school, Sheppard AFB TX and was assigned to the 11 Air Refueling Squadron, Altus AFB OK. In May 1976 he was assigned to the Budget and Analysis Branch, USAF Academy CO where he served in both cost analysis and budget. In November 1979 he was assigned to the Directorate of Cost Analysis, HQ PACAF, Hickam AFB HI. In July 1983 he was assigned to the Directorate of Cost Analysis, HQ TAC, Langley AFB VA. While at Langley he served in positions in cost analysis, plans and programs, and the Air Combat Command provisional headquarters. In January 1995, Chief Magnotta assumed the position of Executive for Enlisted Matters to the Assistant Secretary of the Air Force, Financial Management and Comptroller.

CMS Lorraine A. Tanner

CMS Lorraine A. Tanner is the new Executive for Enlisted Matters to the Assistant Secretary of the Air Force, Financial Management and Comptroller.

Chief Tanner was born in Elgin IL and graduated from Cassopolis High School, Cassopolis MI, in June 1976 and immediately entered the United States Air Force.

Chief Tanner completed Basic Military Training at Lackland AFB TX and the Military Pay Specialist Technical Training Course at Sheppard AFB TX. She was reassigned as a permanent party member to Sheppard AFB upon graduation.

She has served the Air Force at Sheppard AFB and RAF Upper Heyford, England, as a Military Pay Technician. She was a Technical Training Instructor at Sheppard AFB and subsequently was selected to serve as an Instructor Supervisor for both Financial Services and Financial Management Courses. Chief Tanner was reassigned from the Schoolhouse to Osan AB, Korea, and returned to Tyndall AFB FL. She then volunteered to serve at Howard AFB, Panama, where she held the position of Accounting and Finance Officer. She was selected as a Chief Master Sergeant in November 1992 which resulted in her reassignment to Bolling AFB DC where she served as the Functional Manager for the 11th Wing Comptroller. In September 1996 she was reassigned to the Secretariat as the Comptroller Enlisted Training Manager.

She holds an associate degree in Applied Science in Resource Management and Instructor Technology through the Community College of the Air Force. She also holds an associate degree in Applied Science through Vernon Regional Junior College. Chief Tanner received the John Levitow Award from NCO Leadership School and the NCO Academy. She was selected as a distinguished graduate of the Senior NCO Academy.



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of the AIR FORCE

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OCT 15 1997

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Retiring

John W. Beach Principal Deputy Assistant Secretary of the Air Force, Financial Management



Mr John W. Beach, the Principal Deputy Assistant Secretary of the Air Force, Financial Management, will soon complete a most distinguished military and civil service career. In October 1997 he will retire with 35 years of service.

Mr Beach was born in Syracuse, New York, where he graduated from Central Technical High School. He earned a bachelor of science degree in economics and a master of science degree in economics, both from Syracuse University. He also completed graduate-level courses in economics, mathematics, and accounting at American and George Washington universities.

He was commissioned as a second lieutenant in the Army and served on active duty in Europe at the U.S. Army Ordnance Depot, Braconne, France. He then served in the Army Reserve for three years.

In 1966 Mr Beach entered the comptroller career field. He served in the Office of the Assistant Secretary of Defense (Comptroller) for twenty years in progressively more challenging positions from speech writer, economist, budget manager, and financial advisor. His broad experience in OSD was one of the keys to his achievements with the Air Force.

In 1986 he joined the Defense Communications Agency and served as Deputy Director for Resource Management. In July 1988 he became Deputy for Budget, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller.

In June 1992, Mr Beach became Principal Deputy Assistant Secretary of the Air Force, Financial Management—the highest financial position held by a career civilian. In 1993-1994, during the change in administration, he served for over a year as Acting Assistant Secretary of the Air Force for Financial Management and Comptroller.

He has received the 1990 Presidential Meritorious Rank Award, Department of Defense Distinguished Civilian Service Award, Secretary of Defense Meritorious Civilian Service Medal, Secretary of Defense Bronze Palm, Secretary of Defense Silver Palm, and Defense Communications Agency Meritorious Civilian Service Award.

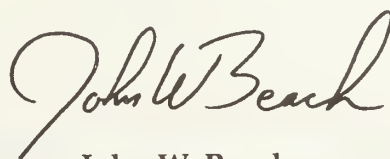
When asked to say a word or two to his many friends and coworkers in the worldwide Air Force Financial Management community, he offered the following:

A Farewell Note

There is much to appreciate from our work experience. It brings us in contact with a variety of people in various settings, yet we all share common goals and expectations. Because of this experience I express a deep sense of appreciation for the opportunities I have had to be a part of this Air Force with you. Taking the next step (sometimes called retirement) should be as positive and as meaningful as this experience was, and I believe thanks to the many friends that I share, this will indeed be the case.

I offer to each and every person that I have had the pleasure to know, to listen to, to work with, to share time with, and to all of you that support our financial network, in the United States Air Force and in the Department of Defense, my sincere appreciation and respect for what you bring to your jobs and to our Nation. May all of your days be filled with warmth and care: be well; work hard; and do keep in touch. It makes a real difference.

Thank you,

A handwritten signature in black ink that reads "John W. Beach". The signature is written in a cursive, flowing style.

John W. Beach



THE COMPTROLLER'S CORNER

Changes in Our Career Field

I am writing about the future of the Air Force financial management career field in view of the potential downsizing and other changes that are occurring.

Throughout the Air Force, we are seeking to reduce the cost of our support forces in order to put more of our limited dollars into maintaining and modernizing our warfighting forces. As we make these changes over the next few years, our career field, along with many others, will get smaller.

We are working hard right now to develop a plan for making these changes. While details are still being developed, I can tell you the principles that will underlie the plan. We will not reduce the numbers of Air Force financial management personnel by cutting back on needed services. We will not ask people to do more with less. Rather, we will provide all necessary services with fewer people through actions such as outsourcing selected functions (as we have been doing with DFAS), automating certain functions (for example, some travel actions), and streamlining our current business practices.

Having a good plan and executing it carefully are important because we must preserve our ability to provide important services that the Air Force needs. These services include crucial financial support during wartime and contingency operations. We formulate and execute budgets, a function that must be done well if the Air Force is to accomplish its mission. The financial services that we provide are critical to readiness. We provide decision-makers at all levels with important assessments of program costs and budgetary requirements. We are also the Air Force personnel responsible for insuring that financial laws and regulations are followed. The Air Force will always need a substantial number of financial professionals, many of whom will be blue-suit personnel, to provide these critical financial services.

I am proud of your dedication and contribution to the mission as are all our Air Force leaders. I will keep you informed as we formulate specific plans to help the Air Force reduce its support costs while maintaining these important contributions.

A handwritten signature in cursive script that reads "Robert F. Hale".

ROBERT F. HALE
Assistant Secretary of the Air Force
(Financial Management and Comptroller)

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Assistant Secretary of the Air Force
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Ms Gloria R. Jaskiewicz
Editor

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About the Cover: The Air Force Comptroller is celebrating its 30th anniversary.

Please



Recycle

A Case Study to Combine Accounting Liaison With Financial Management and Analysis

by Lieutenant Colonel Bill McCarroll

Introduction

The 60th Comptroller Squadron supports the mission of the 60th Air Mobility Wing, Travis AFB CA, by providing financial services for almost 16,000 military and civilian team members. We recognize that everything we do directly impacts on all facets of the Wing's ability to meet its mission. In that light we're committed to continually search for ways to be more responsive while improving the quality of service to our customers. This article highlights one of our recent initiatives that we think has potential in other Comptroller squadrons.

Background

Classically, budget and liaison offices operate independently to support budget and accounting processes. The budget office at Travis supports the planning, programming, and execution of over \$550 million in O&M and Transportation Working Capital Funds for Travis AFB. Our accounting liaison function is designed to interface and address accounting issues with the DFAS Operating Location (OPLOC) at San Bernardino CA. We never really felt we were operating at our best with this two office arrangement and began looking for new ways of doing business. We challenged ourselves to think *outside the box* and to adopt a revolutionary, integrated, streamlined work process for both budget and accounting. Last January we took the first step by integrating our budget and accounting liaison offices into the Financial Management and Analysis Office.

Process Issues

Previously when an organization on base had a financial requirement (e.g., TDY/travel), that unit generated a travel order and forwarded it to the budget office for funds validation on a walk-through basis. If the organization had sufficient funds to cover the requirement, the member walking the travel order through hand-carried it to the accounting liaison office for funds certification and left it for processing. Using similar procedures five accounting analysts normally processed other accounting transactions in the same way. One analyst did travel accounting, one did contract accounting (AF Form 9), one did AF Form 616 accounting, one did miscellaneous accounting (i.e., vendor pay, medical supply), and one individual supervised the entire operation. This stovepiped workflow required a tremendous effort on the part of each accounting analyst, and offered very little quality customer service due to the frequent walk-through interruptions and the sheer volume of transactions.

Furthermore, customers who had inquiries or reconciliation problems with their accounts had to first go to the budget office for assistance in determining the exact program problem, and then were subsequently referred to the accounting liaison office for resolution. Depending on the type of transaction and color of money, the customer interfaced with several different budget and accounting analysts to resolve one specific transaction issue. These process problems contributed to customer complaints and dissatisfaction with our service and were not the only underlying problem we faced as we tried to meet their needs. We also faced staffing problems.

Manning Issues

After Travis went through the consolidation of our accounting functions to the San Bernardino OPLOC in May 1996, we were left with only a few accounting specialists to help us meet our accounting liaison duties between the base and the OPLOC. Like you, positions were taken from us that were needed to keep up with an ill-defined workload. The scope of the work left for our accounting liaison function clearly exceeded the manning we were left with. In fact, we always felt we were being far too reactive to the OPLOC and our Resource Advisor's needs instead of what we wanted to be...proactive. We wanted to anticipate the OPLOC's needs and be out in front of our customer's requirements. To get there, we recognized an urgent necessity to change the way we did business. We'd like to take credit for the idea we grabbed onto, but credit belongs elsewhere.

Step One of a New Concept

We first heard other Comptrollers discuss the idea of merging accounting liaison and budget at the DFAS symposium in Kansas City last year. I'm sure you've heard similar discussions. When you consider your daily operation, the idea seems to make absolute sense. Why not merge financial processes that have more in common yet are traditionally kept separate because that's the way we've always done it? By merging accounting liaison and budget, you're effectively linking key processes that run the gamut from initial planning and programming to final execution through the obligation and expenditure process. By keeping these two offices separate, we forced our customers representing the functional organizations on base to search through our artificially separated ways of doing business in hopes of finding the one individual who managed the issue they were seeking help with. By merging accounting liaison and budget you greatly simplify contact with your customers as you combine these functional processes and put the people who manage them together. Also, our accounting liaison and budget staff now talk to each other since there aren't any artificial walls between them anymore. However, we took the idea of combining accounting liaison and budget one step further. The second step makes this worthwhile initiative even better.

Power Step—Our New Enhanced Way of Doing Business

We didn't just merge two offices together, we married them with each other. To make it a complete integration, we brought the two offices together by first breaking them apart from their traditional liaison and budget functional roles and instead organized them into customer focus teams. Each team sits together in common team areas within the office and supports a set of functional customers on base. By sitting together we nurtured the opportunity for constant communication between team members and established an environment for team identify and cohesion. We're a large Air Mobility Wing but the concept will fit in almost anywhere. We named a budget expert and an experienced accounting expert to each of the teams with a clear team leader. We have a Support Group team, an Operations Group team, a Logistics Group team, a Tenant team, and a Cost Team. Each team is entirely responsible and has complete ownership of all of accounting liaison and budget needs of their customers. Now there is clear responsibility within each team for their customer's requirements from initial budget planning through the appropriation and final execution of dollars into the accounting records as an obligation and expenditure. Each team member's horizon broadens. Now they'll see and eventually understand the complete spectrum of the financial planning and execution process from beginning to end. A challenge? You bet! But definitely worthwhile and certainly job enriching. We believe this is where we're headed as a community. Not individual specialists, but people who understand financial processes in their entirety. As team members gain experience and learn each other's duties, issues that used to be worked individually are now shared by the team. Team members naturally rely on each other to get the job done. What used to be an onerous burden on a single individual now becomes a team effort.

Doubts?

At this point you might think we must be blowing smoke and turning trick mirrors. How can we do the same or more work with fewer people? Our response to that kind of thinking goes something like this. We firmly believe that our common potential in a team environment is many times more powerful than trying to go it alone. People's jobs are naturally enriched through total ownership of comprehensive planning and execution processes with clear accountability to the customers they all recognize. They now see and are completely immersed in the total picture, not just what was once their own small discrete part of the total planning and execution process. Our people always knew that actions taken early in the budget planning process could reduce or create workload later in the execution process but the organizational structure didn't naturally lead them to an interest in a solution. Frankly, most didn't think it was their problem. Alternately, the folks that used to be only singularly focused on execution now also understand that they can contribute to improving budget planning processes through timely and accurate execution of obligations.

Process Champions—Fine-Tuning

In addition to forming the teams through the merger, we appointed two champions to maintain the integrity of the budget and accounting liaison processes and to ensure we respond to outside taskings. These process champions sit outside the teams and report directly to the budget officer. As we strive to blur the distinction between accounting liaison and budget processes within the teams, we recognize the need to have these functional experts over the teams to ensure we meet the needs of higher headquarters and DFAS who don't have the same integrated processes yet. This arrangement works really well. Our two functional champions ensure that a traditional accounting liaison issue or a traditional budget planning tasking gets the attention it needs within each of the teams. They manage their respective external taskings through the teams from receipt until closure.

New Seeds Taking Root

When we merged offices and formed teams, we also trashed, merged, and created new working processes. Seams that were there before the merger suddenly disappeared. Opportunities for streamlining that weren't obvious in a stovepiped environment suddenly became clear. One great example is communication with our resource advisors throughout the Wing. Now we're approaching our customers with single, integrated taskings and giving them new information and training from a unified perspective, not from two disparate points of view from accounting liaison or budget. Financial Working Groups now focus on everything we do instead of just on a status of obligations. We now include vendor payment issues like receiving reports, late payments, and lost discounts. Our resource advisors throughout the Wing now know who to go to if they have a financial problem to solve. Their team is consistent and any one of the team members, whether formerly accounting liaison or budget will take ownership of the issue until its resolved. It becomes the team member's issue to solve, not the customers.

Communication and sharing of ideas between the teams leads to adoption of the best ideas and their standardization across the Wing. In the past we had constant and nagging problems with retrieval of receiving reports to satisfy the requirements of the OPLOC. There was little or no emphasis and discipline within the receiving activity offices to ensure the quick availability of these documents to verify vendor payments. One of our teams developed the idea of a standardized filing system across each Wing office holding receiving reports. We picked the best system we could find in the Wing and took the responsibility to deploy it to each of our customers. We set up training sessions by each of the teams to their customers on base explaining the system and the benefits of its use. The ultimate test of the new filing system will be when any of our analysts or any resource advisor on base can go to any other resource advisor's office and find a receiving report. The ultimate goal is to field the best retrieval system we can, not to have our people routinely going out to find receiving reports on base. However, our system will allow any of our analysts to go to any office on Travis in an emergency situation and know how to find a single receiving report if their resource advisor is deployed, on leave, or sick. Suddenly it all just comes together and we believe we've only begun to tap the potential for improvements with this new approach to doing business.

We think the benefits of our organization will really shine as we approach fiscal year end. The unifying team concept now focuses our energies on the functional customers on base instead of the patchwork of analysis we had before. Now each of the teams has the responsibility and is accountable to ensure each of their customers is ready to close-out the fiscal year. Each team will stay with their customer's accounts keeping them current and will certify to the budget officer that they're fully obligated. More importantly, they will be advocates for their customers to ensure that their year end needs are addressed at the financial working group level and at the financial management board. This includes soliciting and doing quality checks on any unfunded requirements that are elevated. On close-out night each of the teams will be present right to the end. It won't be the typically normal situation where you have a few key individuals trying to work close-out on their own. It will be a unified effort where each team will ensure commitments migrate to obligations and that any fallout money is fully obligated by their customers by 30 September.

Summary

We really believe this new approach to our business is the way to go. It pulls people and processes together and focuses both on the functional customers on base. It creates ownership. Teams know who their customers are and our customers know who to go to when they have an issue to resolve. As we've begun to work this new arrangement, opportunities to look at how we do things have blossomed into ideas that we never considered before. We've already embraced new opportunities and issues that greatly improve our handling of the financial management board process, receiving reports and fiscal year close-out. We think that as our reorganization matures other opportunities will develop. Our goal is to be increasingly proactive in the relationships with our customers and the OPLOC, to anticipate their needs. We believe this new approach is moving us in that direction. We can't say we're there yet, but we're miles ahead of where we were before. Consider how this approach can work in your squadrons. We predict you'll wonder why you didn't do it sooner.

About the Author



Lieutenant Colonel Bill McCarroll is the 60th Air Mobility Wing Comptroller at Travis AFB CA. He has a BS in accounting and finance from San Diego State University and an MS in Systems Management from the University of Southern California. Prior assignments include Electronic Systems Center, Hanscom AFB MA; SAF/FMB; the Ballistic Missile Office, Norton AFB CA; NATO AWACS Program Management Agency, the Netherlands; and the Space and Missile Systems Center, Los Angeles AFB CA. He is a member of the Forty-Niner Chapter of ASMC.

FOCUS ON

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Contingencies and Emergencies— Repatriation Finance Support

Financial Management's support of the August 1996 Saudi Arabia noncombatant repatriation was, on the whole, very successful. The entry point was **Charleston AFB** and the **437th Comptroller Squadron** did a super job of supporting the repatriation of 720 family members. Correct entitlements were identified and over \$300K in cash and electronic fund transfers were provided in a smooth process.

Our follow-on financial support was, on the whole, also successful. Dependents were allowed to contact the Charleston AFB Financial Services Office (FSO) or their closest FSO for ongoing financial support while in safe haven and designated place status. However, because the FSOs in the field received varying and inconsistent entitlement instructions, families and FSOs were sometimes frustrated. Specifically, changing entitlement rules and interpretations of those rules in this fluid environment caused confusion. In some instances, customer service broke down. In addition, capturing funds status was difficult because of diffused accounting. Follow-on finance support for our families in evacuation status, while satisfactory, requires improvement.

We've coordinated an approach with the MAJCOM financial management communities to make those improvements. That approach includes:

a) A standardized plan for initial repatriation no matter the entry point. We'll piggy-back off the super processes used by Charleston in their recent efforts. Any comptroller activity can then use the plans and lessons learned from Charleston.

b) Per the DoD Executive Agent for Repatriation, entitlement messages will be issued

from only one (coordinated) point in the DoD personnel community.

c) Because follow-on finance support is not necessarily tied to the CONUS entry point, HQ AETC/FM will be responsible for follow-on financial support for all repatriation efforts no matter the overseas origination or CONUS entry point. Follow-on support at the 12th CPTS will be enhanced through the use of standing 1-800 numbers for both voice and fax transmissions. Those standing numbers will be published in repatriation plans so all will have necessary information before individuals depart the theatre to be repatriated. As an added bonus, tracking repatriation expenses will be easier since one location will enter all transactions.

d) When necessary, other base-level FSOs will help repatriated personnel contact the POC at Randolph AFB and help facilitate financial transactions. Base-level FSOs will also have standing phone numbers of other Services' single points of contact, so we can better help the entire repatriated population.

Personnel support to bolster initial repatriation at the CONUS entry point and follow-on support will come from other Air Force FSOs as necessary via TDY. TDY costs to support this single location will be borne by repatriation funding.

So, we're working to put the many moving parts together for a coherent approach to both immediate and follow-on finance support for repatriated families. Thanks for the strong input from the 437th CPTS at Charleston, the MAJCOMs' Finance Offices, and thanks to HQ AETC/FM for answering the call.



Deputy Assistant Secretary, Budget



Maj Gen G.T. Stringer

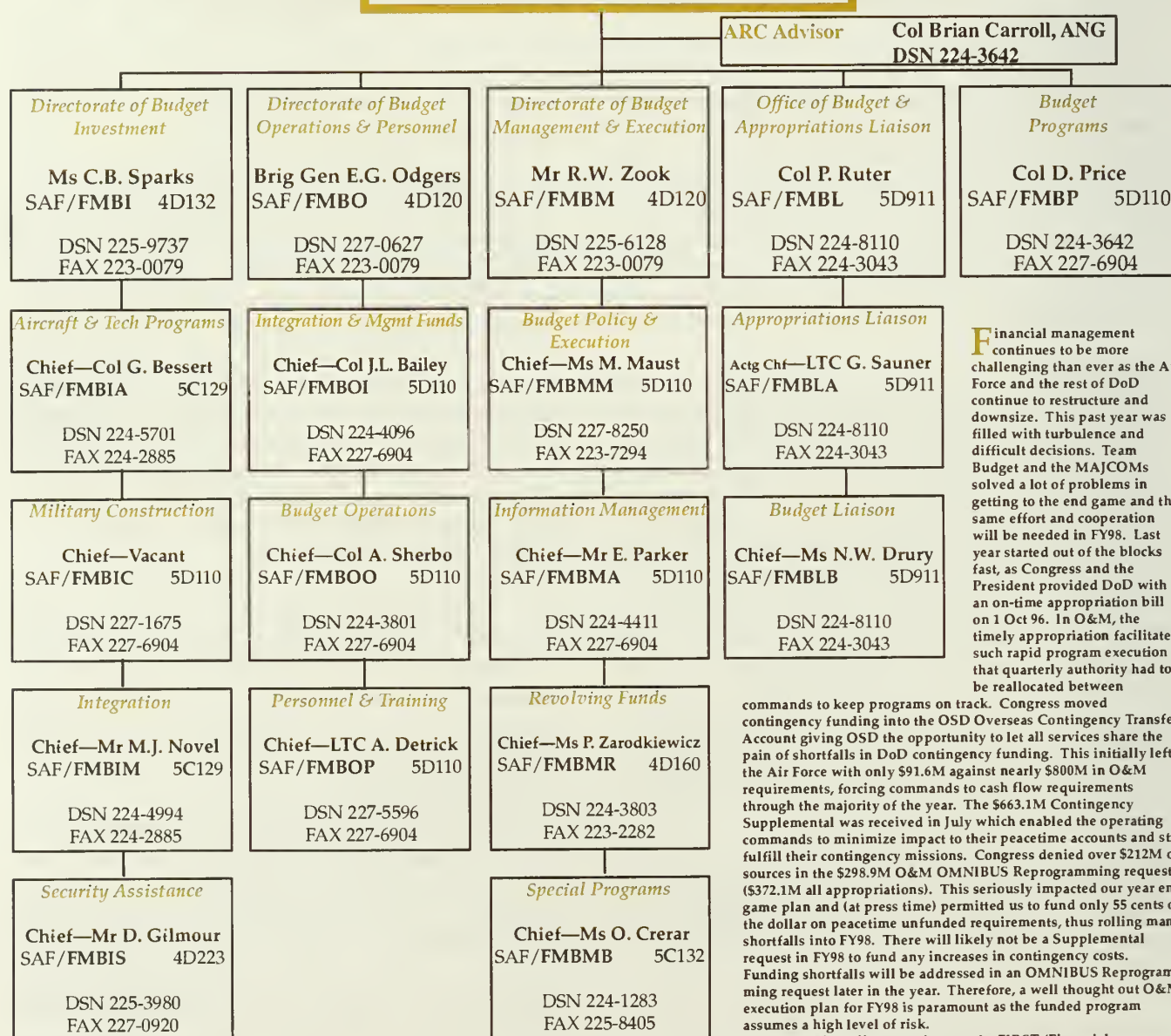
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Mr R.D. Stuart



Financial management continues to be more challenging than ever as the Air Force and the rest of DoD continue to restructure and downsize. This past year was filled with turbulence and difficult decisions. Team Budget and the MAJCOMs solved a lot of problems in getting to the end game and the same effort and cooperation will be needed in FY98. Last year started out of the blocks fast, as Congress and the President provided DoD with an on-time appropriation bill on 1 Oct 96. In O&M, the timely appropriation facilitated such rapid program execution that quarterly authority had to be reallocated between

commands to keep programs on track. Congress moved contingency funding into the OSD Overseas Contingency Transfer Account giving OSD the opportunity to let all services share the pain of shortfalls in DoD contingency funding. This initially left the Air Force with only \$91.6M against nearly \$800M in O&M requirements, forcing commands to cash flow requirements through the majority of the year. The \$663.1M Contingency Supplemental was received in July which enabled the operating commands to minimize impact to their peacetime accounts and still fulfill their contingency missions. Congress denied over \$212M of sources in the \$298.9M O&M OMNIBUS Reprogramming request (\$372.1M all appropriations). This seriously impacted our year end game plan and (at press time) permitted us to fund only 55 cents on the dollar on peacetime unfunded requirements, thus rolling many shortfalls into FY98. There will likely not be a Supplemental request in FY98 to fund any increases in contingency costs. Funding shortfalls will be addressed in an OMNIBUS Reprogramming request later in the year. Therefore, a well thought out O&M execution plan for FY98 is paramount as the funded program assumes a high level of risk.

Automation efforts continue as the FIRST (Financial Information Resource System) project undergoes changes in the software development area. Software development is being transferred from the Single Agency Manager (SAM) to a new developer (NOTE: At press time, various options were being formulated). This process should be completed in late August 1997 and the project milestones re-baselined. When this action is completed, a revised FIRST project plan will be publicized.

As always, Air Force Budgeteers remain at the forefront of senior leadership decisions as the course for our Air Force is vectored into the 21st century. My hat is off to all of you for your continued excellence and professionalism.

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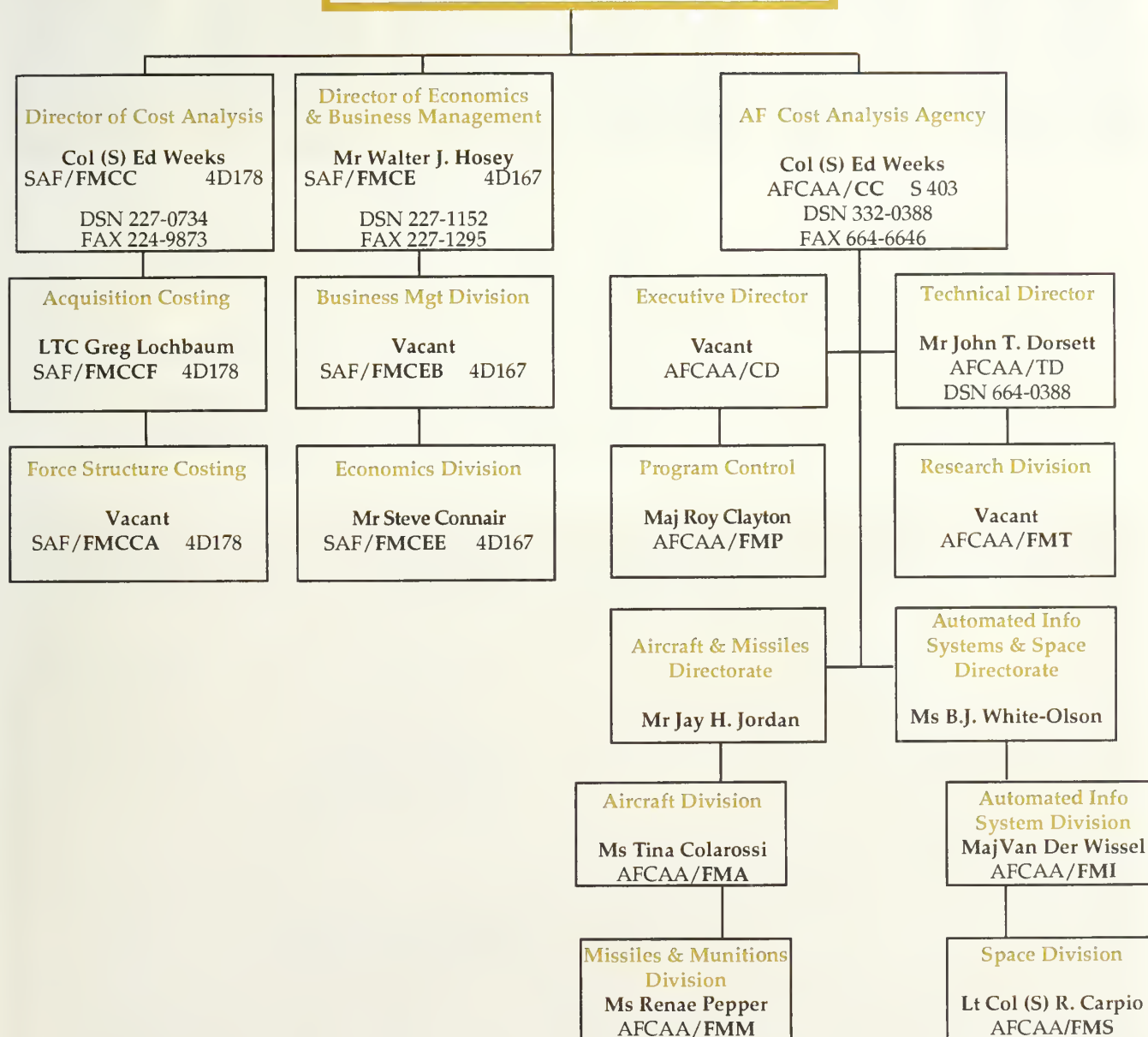
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Auditor General of the Air Force



Mr Jackie R. Crawford
The Auditor General of the Air Force

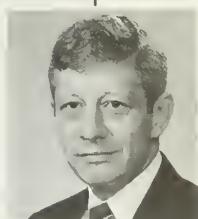
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10 Air Force Materiel Command base offices

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- **Field Activities Directorate (AFAA/FD)** is also located in the NCR and manages installation-level audit work at 38 area audit offices located on major Air Force installations. Office supervision is exercised through two regional offices located at Langley AFB (Eastern) and Scott AFB (Western).

- **Financial and Support Audits Directorate (AFAA/FS)** is located at March ARB and directs audits related to financial management and operations, personnel, communications, engineering and environment, support services, health care, and intelligence.

- **Materiel and Systems Audits Directorate (AFAA/MS)** is located at Wright-Patterson AFB and directs audits related to contracting, logistics, research and development, information systems, security assistance, and the Defense Business Operations Fund (DBOF). AFAA/MS also manages the Materiel Audit Region located at Wright-Patterson AFB with area audit offices at 10 AFMC installations.



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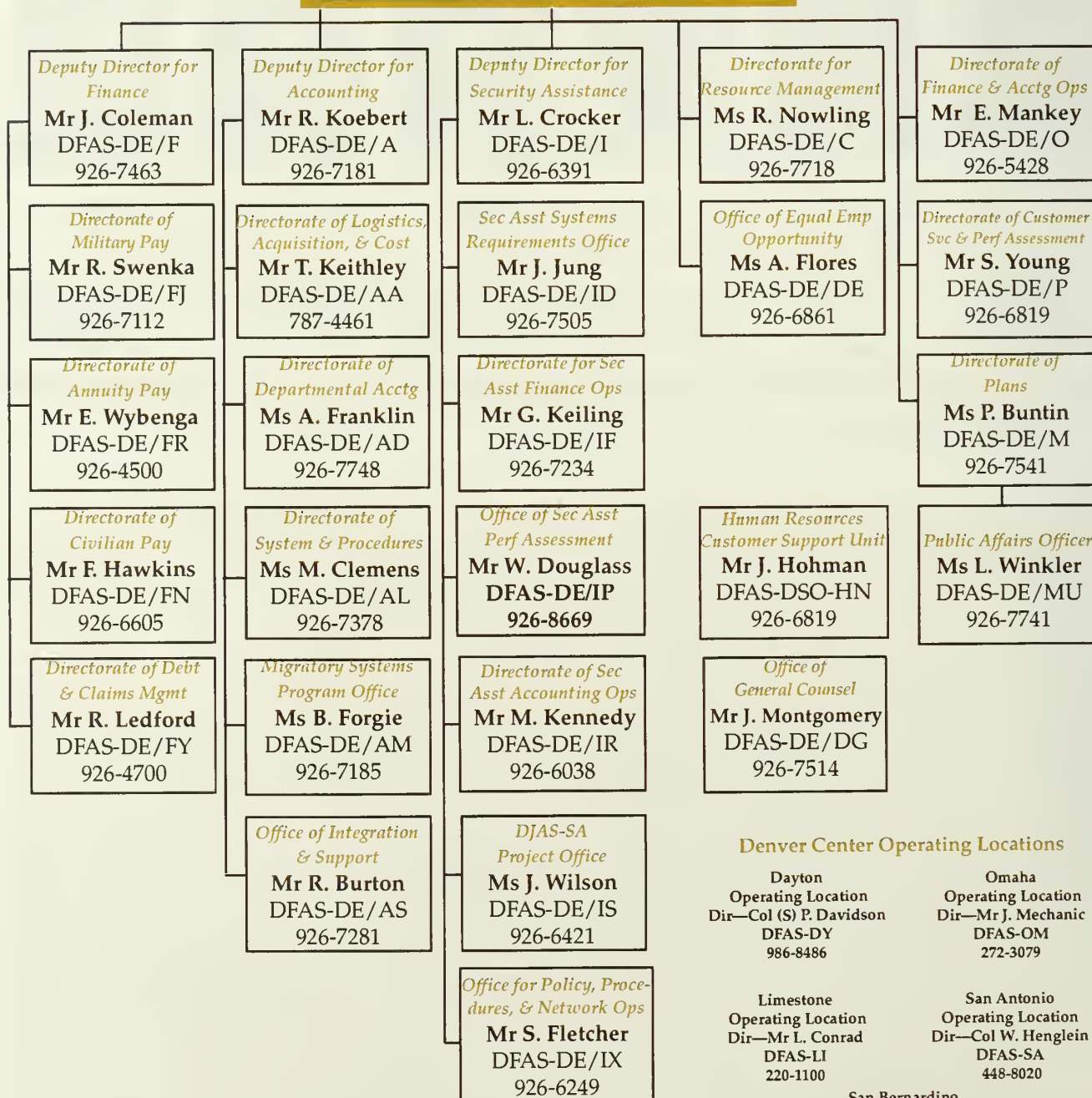
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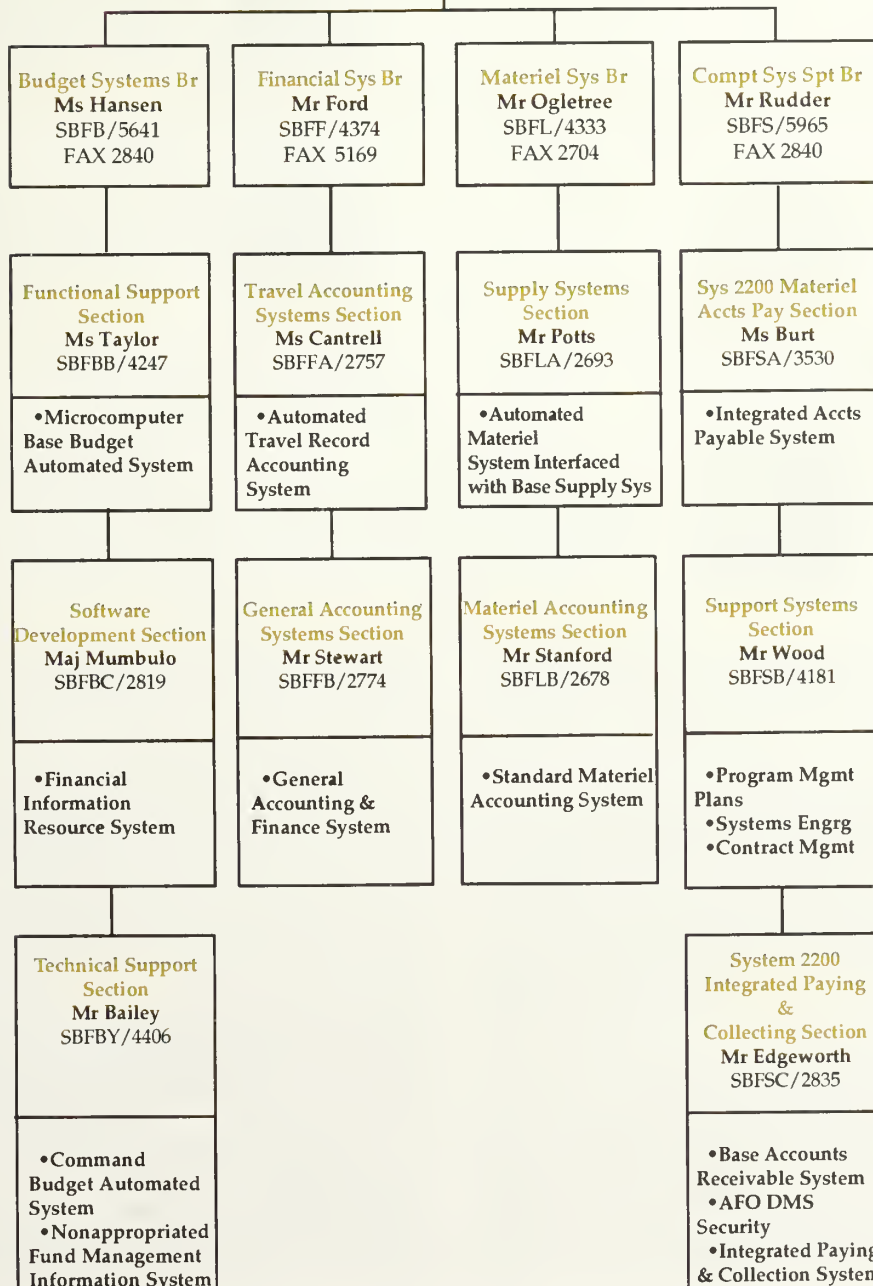


Standard Systems Group

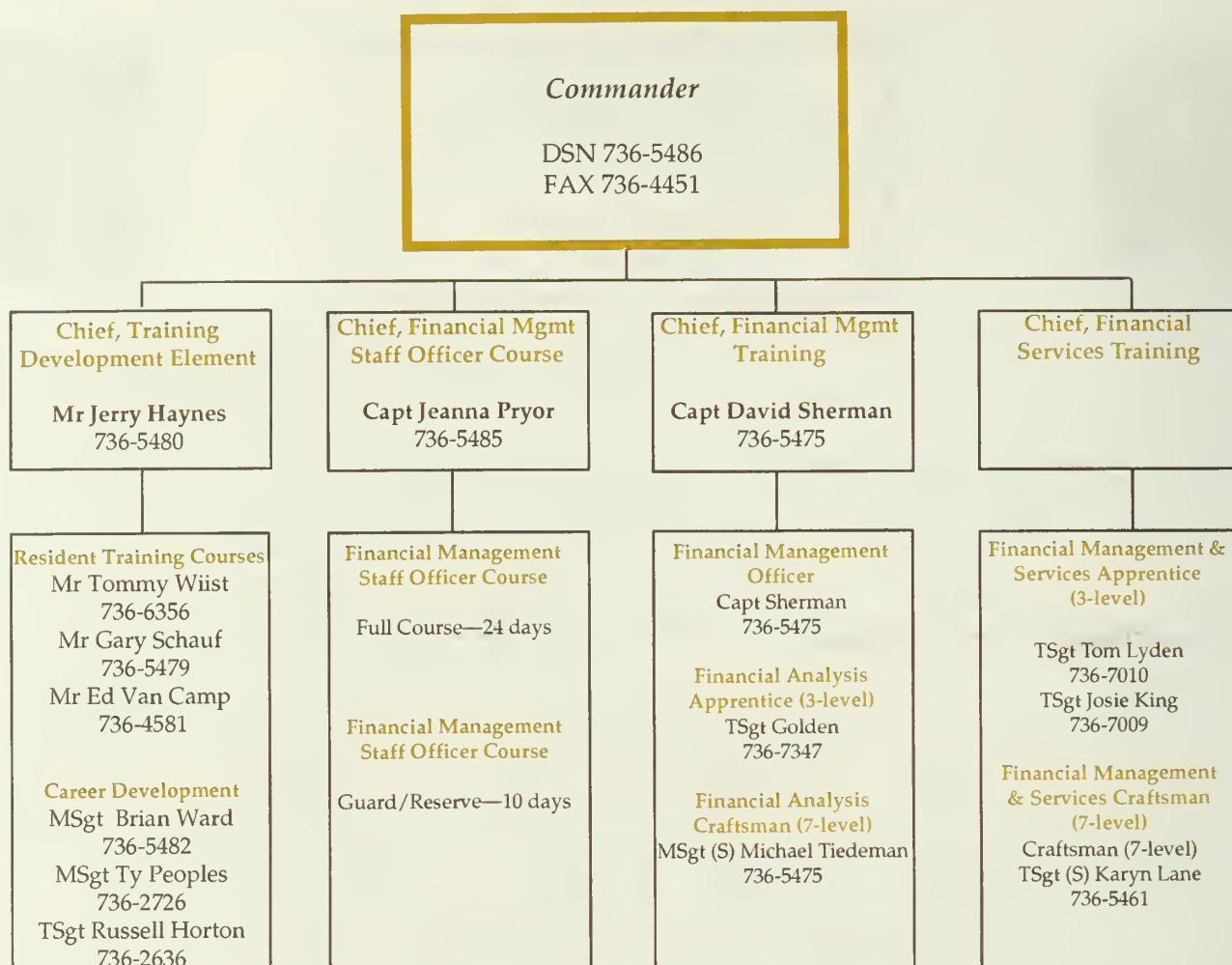
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Comptroller Training Flight



The new fiscal year promises to be one great challenge for the Comptroller Schoolhouse. Merged courses, revised courses, and our new computer equipment bring excitement to the training environment.

The biggest change on the plate for enlisted training was the merger of **AFSCs 6F031 and 6F032**. To be ready for the October 1997 implementation date, we selected four instructors with varied experiences to combine two lengthy courses into one and find the right mix of course content and hands-on training. This merger was a tough assignment but our development team met that challenge!

We are also excited about the merger of the Financial Management (Analysis) and Financial Services Officer courses. Again, we selected four instructors (**FMA**) for our development team to meet this challenge and create one single point of entry into the career fields. These mergers are not easy tasks especially when we are asking the develop-

ers to be twofold: develop course material and teach on a part-time basis when needed. In summation, we met, developed, and merged four courses into two and are now ready to produce mission-ready graduates.

Speaking of our new computers and printers—thank you, thank you, thank you. It was a blessing to see all of those computers being unloaded here at the schoolhouse and knowing that we now have the latest state-of-the-art equipment which to use and instruct on. The instructor staff is overjoyed; students are amazed; and complaints regarding outdated equipment should all but cease. Our TASOs eagerly set up the equipment classroom by classroom and, with blood, sweat, and tears (of joy), completed the installations ahead of the merger implementation date of October 1997. Again, thank you.

As always, we are here for you and will gladly accept any ideas you have to improve or enhance the training provided to comptroller personnel.

Professional Military Comptroller School

Faculty of the PMCS, Air University
College for Professional Development
Maxwell AFB AL 36112-6429

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Maj Veronica M.D. Carstens, USAF. BS, Business Management, USAFA; MS, Cost Analysis, AFIT; Ph.D. candidate, Economics, University of Georgia. Major Background: Budget; Cost Analysis; Financial Management.



Mr Mark W. McLeod, BS, Mathematics, Brigham Young University; MBA, West New England College. Major Background: Cost Analysis; Budget; Financial Management.

As the Air Force celebrates its 50th anniversary, your PMCS will celebrate nearly 30 years of service. Since 1968, over 6,700 PMCS graduates have helped build the world's best air and space force, and many have moved on to senior leadership positions within DoD. Effective comptrollership will be paramount in the future as it is now, and we must develop competent leadership—the PMCS can help.

PMCS has been recognized as the premier professional development course for financial professionals by the Army, Navy, Air Force, and DoD agencies. Our vision is to improve accountability and fiscal readiness by providing world-class financial management education. We seek students in grades GS-12 to GM-15 and major to colonel for our six-week program. PMCS also gets outstanding support from the Under Secretary of Defense (Comptroller), the Assistant Secretaries for Financial Management and Comptroller (all Services) and the Defense Finance and Accounting Service (DFAS).

Three things make PMCS work: the guest speakers, the faculty, and the student body. Our students hear from a cadre of 60 distinguished guest speakers, the majority are flag/general officers or civilian equivalent, and they offer a dimension that cannot be replicated elsewhere. You now have an idea about the caliber of guest speakers and we are equally proud of the faculty. There have been a few changes to the faculty this year. Lt Col (Dr) Paul Hough relinquished his Deputy Director duties and has moved on to become the Comptroller Squadron Commander at RAF Lakenheath. LTC James G. Pappion has assumed the deputy duties. Lt Col (Dr) Debbie Bielling will PCS to the Pentagon shortly and her replacement, Major Ronnie Carstens, will join us this winter. Ronnie is completing her doctorate at the University of Georgia. Ms Alysén Moran departed to assume duties in SAF/FMCCR. Her replacement, Mr Mark McLeod, came to PMCS from Hanscom AFB MA. Also, CDR Steve Carden, USN, assumed new duties as the naval advisor to Air Command and Staff College. Steve was replaced by CDR Rita Jones, former Comptroller, Norfolk Naval Ship Yard. Finally, we welcome Majors "Buck" Alleman and Ellen Gill to our staff. They both hail from the AFMC community. Faculty changes keep the curriculum current but the most important element of success for PMCS is the student body. They come from every facet of DoD comptrollership and the interaction offers a once in a lifetime experience—just ask any graduate.

Our school has the highest customer ratings at Air University and it's due to our speaker program, a mentoring faculty, and world-class students. Put PMCS in your future and invest in our Space and Air Force of tomorrow.



NOTES FROM THE

Comptroller Officer Assignments Section

By Major Lori Wortman, DSN 487-5031
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Welcome Aboard

The theme of this article is "Succeeding in the Officer Assignment System (OAS)". Before I give you my thoughts about the assignment process, however, I would like to introduce my successor, **Captain Timothy Little**, who is coming to AFPC from AFMC/FM. **Captain Little** has been selected to replace me as the Chief, Financial Management and Comptroller Assignments and will be working closely with **Captain Will Lorey** on all FM assignment actions. As the new assignment officer for OUR career field, **Captain Little** has a broad background which includes experience in both weapon system acquisition and operational financial management.

Now, onto "Succeeding in OAS". It has been over a year since the "More Choice/More Voice" changes went into effect in the OAS. Over the past year, AFPC has developed "tools" to help officers navigate the assignment process. One of the best tools available to officers is the "Officer Assignment Guide", located on the HQ AFPC home page, WWW.AFPC.AFMIL. Here are a few "helpful hints" from that guide to assist you in making career decisions.

Start Early. Officers are much more likely to succeed in accomplishing their career assignment objectives when they take a proactive approach. Officers should "surf the web (Electronic Bulletin Board)" often even if they are not planning to move within the next year because the EBB is an excellent source of information about our career field. All officers need to be aware of their assignment "vulnerability" (i.e., if you are qualified for a job that goes ASAP and you will have three years TOS by the report date, you may be non-vol eligible for this position). Along these same lines, officers need to understand they must be mobile. Under the OAS rules of engagement, officers will more than likely make a move every three to four years (or earlier), which is another reason officers need to be proactive, keep current on assignment opportunities and have a career plan.

Competing For Jobs. As officers check the EBB for jobs, they need to look for jobs that are consistent with their career goals. If your goal is to be a

MAJCOM/FM, for example, then a definite depth and breadth of experience is needed. Our career field offers a multitude of opportunities including command, SAF, joint, and special duty assignments in all comptroller disciplines. Officers need to look for positions where the level of responsibility will be greater than their current job. For instance, the Financial Services Officer position provides an excellent opportunity to gain experience as a supervisor early in a career and we have 70 command positions where an officer can demonstrate his or her leadership potential. In addition, officers should not limit their options by focusing on one location or specific job. Too many officers only volunteer for a "good" location regardless of the job requirements or professional development.

Current Position. Every officer needs to recognize the most important job in their career is their **current** job. It is the day-to-day performance of duties that gets reflected on OPRs, awards, and PRFs and determines an officer's potential for more responsible jobs and ultimately promotions. If officers don't perform well in their current job no matter what it is or where it is located, they may not get the opportunity to move to a more responsible job in the future. Another way to demonstrate potential is to seek increasingly larger responsibilities. For example, a junior Major in a flight commander position may volunteer to move to a squadron commander job as a senior Major or new Lt Colonel or a cost analyst might move to a Chief, Program Control position. The bottom line is performance in your current job is the key that will unlock the doors to your next job and your next promotion.

Finally, I would like to end this article by expressing my thanks to all the people who I have worked with over the past 16 months. I especially appreciate the support I received from the SAF/FM community, all MAJCOM comptrollers, and **Captain Lorey**. I know **Captains Little** and **Lorey** will continue to provide outstanding support to our career field.

NOTES FROM THE

Chief for Enlisted Matters

by CMSgt Lorraine A. Tanner



I know last month CMSgt Magnotta said the last article was the toughest to write. I disagree with him on that point! This first one seems pretty tough to me. I have written and rewritten this and just can't seem to get there from here. I never thought saying goodbye to an old friend and mentor would be so difficult.

I met Chief Magnotta over 14 years ago when I was an instructor at Sheppard AFB TX. He was on a formal visit with CMSgt Sewell (Chief Magnotta's predecessor) and other DVs. I gave them the tour of the schoolhouse and did the "gotta go" dinner that evening. That day CMSgt Magnotta helped me to believe in myself. His message was very simple: The future of our business depended on me and you and you and you. Our future could only be as strong as we were. Our successes would only be as great as the professional and personal goals we set for our organizations and ourselves. Pride in our Air Force began with pride in ourselves. He believed, as I do, that we are our future and we can make a difference each and every day as members of the United States Air Force and financial managers. Under CMSgt Magnotta's leadership we survived a huge draw-down and reorganized our enlisted force to meet the challenges of tomorrow by merging functions, eliminating unnecessary tasks, and streamlining processes throughout financial management. The merger of the 6F0X2 and 6F0X1 career fields are right on track. Effective 31 October we will be one. The schoolhouse is ready with the 3-level course and in February we will graduate our first fully merged apprentice. By that time the first course of 5-level CDCs will be on the street and ready for enrollment. Seven-level CDCs will be available in June 1998. Those who cannot enroll in our new courses will have the *AF Comptroller OJT Training Guide* available to help increase levels of proficiencies in all areas of financial management. The tools are available to make this merger work and to strengthen our foundation. We did it as a team and we will grow and only get better as a team.

And so I end this article thanking Jim for being my mentor and leaving us stronger and better than we have ever been. I am grateful to have grown under his guidance and I know, with your help, we can

continue to make things better for those who work for us and with us. Goodbye Jim...your legacy lives on.

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AFPC	SMS Tim Kilpatrick	487-4115
AFRES	Ms Patricia Tomlin	497-1468
AFSOC	SMS Wayne Balthazrr	579-2812
AFSPC	CMS Dan Walsh	692-3676
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AMC	CMS Linda Osborne	576-8479
Chief's Group	MSgt (S) Rob White	487-6611
DFAS-DE	CMS Bill Yokom	926-7487
NGB	SMS Joan Willcocks	278-8861
PACAF	CMS Diane Stewart CMS Ricky Altman	315-449-1603 315-449-5243
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USAFE	CMS Larry Gonzales	314-480-6291
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SAF/FMC	MSgt W.L. Ferguson	227-5311
SAF/FMP	Ms R. Ryan	227-2905
ACC	Capt J. Shields	574-4854
AFAA	LTC M. Heitmann	224-5626
AFCA	Capt D. Carter	576-5989
AIA	CMS (S) R. Fitzgibbon	969-2181
AFMC	Capt D. Cooper	787-2443
AFSPC	Capt C.V. Nicholas	692-3792
AMC	Capt T.V. Smith	576-3337
AETC	Capt S.M. Gilliard	487-2161
PACAF	CMS R. E. Altman	449-6931
USAFE	Capt S.H. Kennedy	480-6437
11WG	Maj W. Miller	227-7573

SECRETARY OF The Honorable

Assistant Secretary Financial Management (SAF)

Assistant Secretary
Principal Deputy
Military Assistant
Exec for Enlisted Matters

Deputy Assistant Secretary, Budget (SAF/FMB)

Dep Asst Secy MGen G.T. Stringer 225-1875
Dep for Budget Mr R.D. Stuart 225-1877
FAX 223-0079

(DSN Phone Numbers Used)

Major Commands

ACC	FAX 574-4382
AETC	FAX 487-2938
AFMC	FAX 787-0800
AFSOC	FAX 579-2896
AFSPC	FAX 692-3648
AMC	FAX 576-8594
PACAF	FAX 315-449-9502
USAFE	FAX 314-480-7582
USAF/REC (Pentagon)	FAX 225-9831
AFRC (Robins)	FAX 497-0822

Financial Management/ Comptroller

Col H.E. Runnels	574-4854
Brig Gen R. W. Wood	487-2161
Brig Gen D.R. Samic	787-6781
Mr W.S. Rone	579-2292
Col C.A. Deese	692-3791
Brig Gen C.G. Bridges	576-3337
Col J.A. Kumer	449-9850
Col F.R. Faykes	480-6437
Col N.J. Lynde	227-1060
Col E.S. Jones	497-1376

Financial Analysis

Col (S) A.K. Flowers	574-4656
Col (S) D.W. Henney	487-5100
Mr J.L. McGinley	787-6903
Mr R. Novak	787-4153
LTC R.B. Cahoon	579-2292
Col M.O. Goble	692-2528
Col M.J. Miller	576-2147
Col (S) S.A. Gregory	449-9852
Col P.E. Torango	480-6859
Col G.W. Vaughn	223-2676
Mr W.H. Colson, Jr.	497-1390

FOAs/DRUs

AFAA	
AFCA	FAX 576-3019
AIA	FAX 969-3921
11WG	FAX 223-7201
AFCEE	FAX 240-1194
AFSVA	FAX 487-7033
AFNEWS	
AFOTEC	
AFPC	
ANG	FAX 223-3877
USAFA	FAX 333-2308

Mr B.E. Oswald	224-5922
Mr P. Jones	576-5989
Col J.A. Thompson	969-2866
Mr G. Cava	225-6624
Mr J.W. Epply III	240-2319
Col S.J. Nugent	487-7500
Mr W.T. Slick	945-6244
LTC C. Shuck	246-5633
Maj L. Wortman	487-6357
Col D. Taylor	225-3877
LTC C.L. Cox	333-2772

(See Page 13)

Ms C.E. Shildt	576-6225
LTC J. Moore (Budget)	969-2181
Mr J. Chapman (Cost)	969-3097
Mr K. Payne	225-4610
Dr L. Lueb	240-3530
Mr A.J. Sauter (Budget)	487-7499
SMSgt M. Wiljakainen	945-6244
Ms E.L. Sanchez	246-5623
Ms N. Goodlet	487-6357
LTC H. Derrick	278-8010
Maj D.D. Dillon	333-2770

THE AIR FORCE

Deila E. Widnall

of the Air Force,
nt and Comptroller
(FM)

R. F. Hale 223-6457
ant) 227-4464
R.J. Modrovsky ... 227-1974
S L.A. Tanner

223-1996



Management Systems Deputy (SAF/FMM)

Mr A.E. Fitzgerald
227-7832

Special Asst for Financial Management SAF/FM (SA)

Col Charles W. Martin
224-5437

Deputy Assistant Secretary, Cost and Economics (SAF/FMC)

Dep Asst Secy Mr L.T. Baseman 227-5311
Assoc Dep Mr J.C. Graser 227-5311
FAX (703)693-6642

Deputy Assistant Secretary, Financial Operations (SAF/FMP)

Dep Asst Secy Mr J.J. Nethery 227-2905
Assoc Dep Col B.D. Brogdon 227-2906
FAX 224-5958

Financial Services

Col D.P. Wagner 574-4871
LTC P.W. Flanagan 487-2527
LTC John Davis 787-3273

LTC M.F. Hammerle 579-2811
Mr W.F. Bradley 692-3721
LTC R.B. Weathers 576-4232
LTC L.C. Williams 449-6241
Col S.A. Wall 480-7260
Maj J.M. Ward, Jr. 227-1060
Ms J. Werner 497-1445

Plans

LTC P.B. Larson 574-2481
LTC J.D. Hash 487-6871
Mr J.L. McGinley 787-6903

LTC M.F. Hammerle 579-2811
LTC D.L. Bennett 692-3661
LTC R.B. Weathers 576-4232
Maj B. Davey 449-0248
Capt J.A. Bennett 480-6850
N/A
Mr M. Holmes 497-1381

AF Audit Agency Rep

Mr J.L. Salter 574-7234
Mr R.M. Cordes 576-4876
Mr S.A. Westhoff 787-5439

Mr C.E. Atkinson, Jr. 872-3148
Mr L.A. Roland 834-4271
Mr G.L. Chalcraft, Jr. 576-6875
Mr M.D. Marcussen 576-6875
Ms D. Jeffries 489-7513
N/A
Mr R.J. Misamore 468-2806

Mr J.F. McKeon 576-5096
Mr J. Chapman 969-2348

Mr J. W. Coleman 297-5755
Mr J. Richardson (HSC) 240-5717
SMSgt M. Wiljakainen 945-6244
N/A
Capt A.F. Armour 487-6357
Col M. McKinney 278-8017
Mr T.W. Anderson 333-3160

Mr J. Chapman 969-2348

Maj W. Miller 227-7573
Mr J. Kowalczyk 945-6245
N/A

Mr G.L. Chalcraft, Jr. 576-6875
Mr A. V. Evans 969-2811

Mr G.D. Falk 858-5391
Ms D. Gilmore 945-8614
Mr G. Gaut 487-6778
Ms D. Gilmore 945-8614
Mr K.J. Jennings 867-3767
Mr G.E. Gaut 487-6778
Mr G.D. Falk 858-5391
Mr L.A. Roland 834-4271

Key Comptroller Personnel



Financial Management/ Comptroller

Financial Analysis

AIR COMBAT COMMAND

	FAX
AOR, 4404 CW(P)	318-431-3453
Barksdale AFB LA	781-4423
Beale AFB CA	368-2222
Cannon AFB NM	681-4352
Davis-Monthan AFB AZ	228-4998
Dyess AFB TX	461-4053
Ellsworth AFB SD	675-1542
Holloman AFB NM	867-7272
Howard AFB CZ	313-284-5509
Keflavik IC	011-354-425-4151
Lajes Fld PO	535-5210
Langley AFB VA	574-5368
Minot AFB ND	453-4316
Moody AFB GA	460-3440
Mountain Home AFB ID	728-4460
Nellis AFB NV	682-6655
Offutt AFB NE	271-6327
Seymour Johnson AFB NC	488-6375
Shaw AFB SC	965-5734
Whiteman AFB MO	975-5392

LTC R. Hamilton	318-431-3511
Maj B. Gilcrest	781-3237
Maj R. Sanders	368-2225
LTC R.A. Jackson	681-2732
LTC D. Planck	228-5801
Maj T. Stocks	461-3150
Maj J.F. Perry	675-1499
LTC A. Paeden	867-5107
Maj A. Lopez	313-284-5852
Lt M. Hoyt	450-4560
Maj T. Ross	535-4212
LTC C. Domangue	574-2273
Maj C. Wheeler	453-3059
Maj E.S. Gutzait	460-3626
LTC C. Wolosz	728-2275
LTC G.L. Morgan	682-2593
LTC T. Frankenfield	271-2022
Maj B. Lightsey	488-6426
LTC D. Ascani	965-2345
LTC J.C. Frye	975-5441

Capt T. Reed	318-431-3511
Mr L. Babin	781-4674
Capt E. Brown	368-2229
Capt C. Greiman	681-4572
Capt A. Maldonado	228-5819
Ms M. Ray	461-2024
Capt M.A. Sheley	675-1485
Ms G. Shoemaker	867-3785
Capt S. Whited	313-284-5852
Ms H. Sveins	450-7491
Capt D. LaHaye	535-6237
Capt M. T. Younkin	574-2161
Mr A. Elliot	453-4297
Capt A. Pontaoe	460-3397
Ms J. Boss	728-2161
Capt M. Bennett	682-9836
Ms B. Lillard	271-2391
Capt B.F. Gunn	488-6424
Capt J. Smith	965-2190
Capt J. Parker	975-5456



AIR EDUCATION AND TRAINING COMMAND

	FAX
Air University AL	493-2692
Altus AFB OK	866-6966
Columbus AFB MS	742-2680
Goodfellow AFB TX	477-3772
Keesler AFB MS	597-7134
Lackland AFB TX	473-4784
Laughlin AFB TX	732-5377
Little Rock AFB AR	731-7857
Luke AFB AZ	896-7446
Maxwell AFB AL	493-7330
Randolph AFB TX	487-2898
Sheppard AFB TX	736-7335
Tyndall AFB FL	523-2997
Vance AFB OK	940-6202

Col S. Roth	493-7535
Maj R.E. Smith	866-6413
Maj W.R. Dahm	742-2666
Maj F.S. Scheppele	477-3775
LTC D.K. Jones	597-3525
LTC D.D. Davis	473-3687
Maj D. Holmgren	732-5204
Maj P. Perry	731-6787
Maj J. Young	896-7007
LTC (S) M. Rivera	493-3258
LTC M. Beatty	487-4219
Maj T. Vereb	736-4918
Maj B.E. Sterling	523-3265
Capt P. Sinopol	448-7190

Ms C.W. Wright	493-5781
Ms W.J. Howard	866-6233
Ms G.K. Lee	742-2678
Ms N. Royall	477-5154
Capt G.W. Tombe, IV	597-7077
Capt A.R. Richardson	473-2595
Ms V. Anderson	732-5271
Capt B. Augsburg	731-6308
Ms D.M. Rowe	896-7009
Ms T. Nola	493-4063
Mr B. Dycus	487-2738
Capt R.C. Russell	736-4910
Capt L.B. Graham	523-2802
Mr D.E. Gould	448-7188

By Major Commands & Bases

Financial Services

Plans

AF Audit Agency Rep

AIR COMBAT COMMAND

Capt J. Bass	318-431-3168	N/A	Mr D.A. Frankenstein	574-7021
2Lt R. Agdinaoy	781-4674	N/A	Mr C.M. Tingle	781-5249
Capt S. Paik	368-2015	N/A	Mr B.P. Cazier	837-2765
Capt Y. McCree	681-2498	N/A	Mr G.H. Cole	461-5551
2Lt J. Mock	228-4964	N/A	Mr M.D. Petersen	228-5518
Lt L. Schroeder	461-2143	N/A	Mr G.H. Cole	461-5551
2Lt J. Qui nn	675-1553	N/A	Mr K.J. Iverson	675-5750
Capt Baker	867-5547	N/A	Mr K.J. Jennings	867-3762
Capt M. Belter	313-284-5041	N/A	Mr D.A. Frankenstein	574-7021
MSgt R.G. Finch	450-2438	N/A	Mr D.A. Frankenstein	574-7021
Lt G. McKenzie	535-5174	N/A	Mr D.A. Frankenstein	574-7021
Lt D. Hamiel	574-3671	N/A	Mr D.A. Frankenstein	574-7021
2Lt P. Fenton	453-3048	N/A	Mr L.E. Kobes	453-2841
Capt C. R. McDonald	460-2762	N/A	Mr J.P. Kadle	673-3670
Lt E. Hopkins	728-2223	N/A	Vacant	657-2586
Lt V. Garrett	682-2210	N/A	Mr J.E. Schostag	682-6915
Lt C. DeJesus	271-9870	N/A	Mr J.F. Knapp	271-3223
Lt J. Pearson	488-6208	N/A	Ms D.A. Frankenstein	574-7021
Lt M. Schneider	965-5416	N/A	Mr B.P. Tolle	965-2978
2Lt T. Thompson	975-5389	N/A	Mr J.F. Knapp	271-3223

AIR EDUCATION AND TRAINING COMMAND

N/A	LTC K. Waldrop	493-2009	Ms C.J. Pinckard	493-2469
2Lt G. Mason	Mr J. Thornton	866-6945	Vacant	736-4150
2Lt R.F. Haas	Mr L. Conrad	220-1100	Ms C.J. Pinckard	493-2469
CMS D.Q. Brooks	Mr G.G. Wallien	477-5152	Mr G.H. Cole	461-5551
2Lt A.J. Bullock	Mr A. Mooneyham	597-9525	Mr E.H. Jackson	597-4420
1Lt M.R. Dobson	N/A		Mr R.M. Cordes	487-6196
CMSgt G. Soto	N/A		Mr R. M. Cordes	487-6196
Capt W. Webster	N/A		Mr J.R. Miller	731-3781
Capt U. Gonzalez	N/A		Mr K.M. Fuglestad	896-7041
1Lt D. Prejean	N/A		Ms C.J. Pinckard	493-2469
1Lt C. Collins	Mr C. Roach	487-5502	Mr R.M. Cordes	487-6196
1Lt J. Rose	N/A		Vacant	736-4150
1Lt J.V. Hussa	N/A		Mr C.E. Atkinson, Jr.	872-3148
SMSgt J. Williams	N/A		Mr D.D.Lusebrink	743-4026

Key Comptroller Personnel



Financial Management/ Comptroller

Budget and * Cost

AIR FORCE MATERIEL COMMAND

	FAX		
AEDC, Arnold AFB TN	340-4236	LTC S.M. Passarello	340-5530
AFDTC, Eglin AFB FL	872-3146	Col M.J. Ball	872-3013
AFFTC, Edwards AFB CA	527-3717	Mr R. Smith	527-3710
AL, Brooks AFB TX	240-2371	Mr L.E. Lint	240-5692
AMARC, Davis-Monthan AFB AZ	228-8223	Mr P. Mulloy	228-8086
ASC, Wright-Patterson AFB OH	986-7190	Ms D.J. Back	785-5917
ESC, Hanscom AFB MA	478-4140	Col P. Gavornik	478-5161
HSC, Brooks AFB TX	240-2312	Col L. Sweeney	240-2802
OC-ALC, Tinker AFB OK	336-3622	Mr R.J. Conner	336-2029
OO-ALC, Hill AFB UT	777-7789	Mr G.L. HATHENBRUCK	777-5076
PL, Kirtland AFB NM	246-4328	Col R.W. Schuetz	246-9733
RL, Griffiss AFB NY	587-1478	Mr A. Sisti	587-3507
SA-ALC, Kelly AFB TX	945-4911	Mr P.W. Steely	945-7234
SM-ALC, McClellan AFB CA	633-3700	Ms K. Gaskins	633-6410
SMC, Los Angeles AFB CA	833-3790	Col R.E. Smoker	833-0188
WL, Wright-Patterson AFB OH	476-4849	Mr R. Runkel	785-2294
WR-ALC, Robins AFB GA	468-9894	Mr J.D. Culpepper	468-2032
88 CPTS, Wright-Patterson AFB OH	986-2021	LTC R. LaMontagne	787-2516
CASC, Battle Creek MI	932-7186	Mr M. Goy	932-5061
AFOSR, Bolling AFB DC	297-6999	Maj R. Lawrence	297-8644
		Ms P. Gray	340-5606
		* Mr R.L. Semple	340-5079
		Mr J.R. Corbitt	872-3013
		* Mr J.R. Corbitt	872-3013
		Mr J.L. Dodson	527-2920
		* Ms L.W. Ingram	527-9596
		Ms M. Bilbrey	240-3667
		* Mr J.L. Stein	240-3629
		Mr P. Malloy	228-8096
		* Mr W. Fowler	228-8433
		Mr T.L. Frye	785-2770
		* Ms K. Ruffner	785-6483
		LTC D.R. Hansen	478-5173
		* LTC R. Phillips	478-2677
		Ms J. Collins	240-2339
		* Maj W.G. Pazeretsky	240-6599
		Mr K.D. Luper	336-3336
		* Mr W. Cogburn	336-7375
		Col J. O'Connor	777-6307
		* Mr R. Marshall	777-5042
		LTC K. Pickler	246-0890
		* Mr D. Clark	246-5775
		Ms T. Shenk	587-3509
		* Ms J. Iselo	587-3402
		Mr E. Noack	945-1230
		* Mr J. LaHue	945-4409
		Mr J.M. Anderson	633-6125
		* Mr D. Rose	633-0350
		Ms D. Baushke	833-1316
		* Mr T. Finefield	833-1073
		Ms P. Petty	785-3736
		* Maj J. George	785-2005
		Ms B. Abney	468-5644
		* Ms C.R. Kennedy	468-2946
		Mr J. Gilmer	787-7387
		Ms S. Williams	932-5723
		Maj R. Lawrence	297-8644

* Denotes Cost Personnel

By Major Commands & Bases

Financial Services

Plans

AF Audit Agency Rep

AIR FORCE MATERIEL COMMAND

MSgt G. Thomas 340-4356	N/A	Mr C.E. Atkinson, Jr 872-3148
Maj J.E. Rowe 872-4356	N/A	Mr C.E. Atkinson, Jr 872-3148
Ms E. Geoffroy 527-4416	N/A	Mr L. Highsmith 527-2030
Ext 3450		
Mr J. Richardson 240-5717	N/A	Ms D.L. Gilmore 945-8614
Mr W. Fowler 228-8433	N/A	Mr M.D. Petersen 228-5518
Mr D. Koors 787-3816	N/A	Mr J.D. Ullom 785-6214
Ms E. Geoffroy 478-3060	N/A	Ms C. Bromley 478-5214
Mr J. Richardson 240-5717	N/A	Ms D.L. Gilmore 945-8614
Mr K. Luper 336-3336	N/A	Mr D. Patrick 339-2835
Capt T. Dewing 777-7788	N/A	Mr G.L. Carlson 777-6272
N/A	N/A	Mr K.J. Jennings 867-3762
Ms J. Iselo 587-3402	N/A	Ms C. Bromley 478-5214
Mr J. LaHue 945-4409	N/A	Ms D.L. Gilmore 945-8614
Ms C. Ward 633-6410	N/A	Ms E.B. Storz 633-6431
2Lt M. Woods 833-6114	N/A	Ms J.M. Griffin 833-0414
Mr J. Gilmore 787-7387	N/A	Mr J.D. Ullom 785-6214
Mr J. Smith 468-2395	N/A	Mr R.J. Misamore 468-2806
Mr D.W. Koors 787-3816	N/A	Mr J.D. Ullom 785-6214
N/A	N/A	Mr J.D. Ullom 785-6214
Maj R. Lawrence 297-8644	N/A	Mr G.D. Falk 858-5391



Key Comptroller Personnel



AIR FORCE SPACE COMMAND

	FAX
Clear AFS AK	317-585-6357
Falcon AFB CO	560-2029
F.E. Warren AFB WY	481-4834
Grand Forks AFB ND (321MG)	362-6956
Malmstrom AFB MT	632-2741
Minot AFB ND (91MG)	453-3367
Onizuka AFB CA	561-3399
Patrick AFB FL	854-8042
Peterson AFB CO	834-7531
Thule AB GL	268-1110-2869
Vandenberg AFB CA	276-9737
Woomera AS AS	730-1350-487

Financial Management/ Comptroller

None
Capt D. Cappabianca 560-5102
Maj A. Hardin 481-3541
N/A
LTC J. Conroy 632-4176
N/A
Capt T. Reed 561-3181
LTC G.A. Clark 854-7218
LTC C.L. Thomas 834-4633
N/A
LTC M. Wallace 276-9733
Capt F.M. Naughton 730-1350 Ext 423

Financial Analysis

MSgt W. Lannaman 317-585-6443
Ms L. A. Taliaferro 560-5103
Mr T. Oligschlaeger 481-3981
Mr J. Knutson 362-6932
Capt L. McColgan 632-4168
Ms J. Kuntz 453-3379
Ms M. Galam 561-3398
Mr P.D. Blucker 854-4231
Mr J. Humberger 834-4330
MSgt M. Bell 268-1110-2680
Maj B. Dell'Aringa 276-6339
TSgt P. Davis 640-1636 Ext 423



AIR MOBILITY COMMAND

Andrews AFB MD	858-5757
Charleston AFB SC	673-3722
Dover AFB DE	445-4451
Fairchild AFB WA	657-5690
Grand Forks AFB ND	362-4860
MacDill AFB FL	968-7535
McChord AFB WA	984-5821
McConnell AFB KS	743-5986
McGuire AFB NJ	440-3595
Pope AFB NC	
Scott AFB IL	576-4097
Travis AFB CA	837-3520

Maj M.A. Blume 858-5736
Maj J.S. Ward, Jr. 673-3722
LTC J.A. Behring 445-4447
Maj M.E. Phelps 657-2418
LTC J.G. Godfrey 362-4815
LTC C.B. Venable 968-5187
LTC D.E. Burnette 984-2105
Maj R. Carver 743-3223
LTC R.W. Carpentier 440-6304
LTC (S) N.D. Carter 424-4220
LTC F.W. Freeman 576-2665 Ext 201
LTC W.G. McCarroll 837-2251

Capt E.D. Bradshaw 858-5717
Capt A.L. Hardwick 673-3765
Ms K.A. Adams 445-4463
M. Julagay 657-3901
K. Platter 362-6126
Mr D.W. Harrington 968-4567
Ms S. N. Colpitts 984-3851
Ms M. Beckham 743-3231
1Lt M. Valdovino 440-6239
Capt D.M. Reuss 424-1321
P. DiFatta 576-2665 Ext 206
1Lt D.W. Brown 837-1875

By Major Commands & Bases

Financial Services

Plans

AF Audit Agency Rep

AIR FORCE SPACE COMMAND

MSgt R. Crooks 317-585-6443	N/A	Mr S.L. Nebeker 317-552-4082
N/A	N/A	Mr L.A. Roland 834-4271
2Lt A. Schliesman 481-3811	N/A	Mr L.A. Roland 834-4271
N/A	N/A	Mr T.A. Renner 762-5006
2Lt S. Scoggins 632-3193	N/A	Vacant 657-2584
N/A	N/A	Mr L.E. Kobes 453-2841
MSgt J.C. Brett 561-4507	N/A	Ms J.M. Griffin 833-0414
2Lt E. Brown 854-7171	N/A	Mr D.E. Brunmeier 854-7315
2Lt D. Hunt 834-4404	N/A	Mr L.A. Roland 834-4271
TSgt D.E. Paul 268-1110-2681	TSgt C.M. Fausnight 268-1110-2681	Ms L.A. Autrey 440-2620
Capt J.M. Bass 276-4031	N/A	Ms V.L. Muck 276-3608
TSgt S.K. Hudgens 730-1350 Ext 420	N/A	Mr A.K. Chapman 449-9991

AIR MOBILITY COMMAND

1Lt W.D. LeFever 858-2433	Mr G.D. Falk 858-5391
2Lt W.J. Bohlea 673-3723	Mr J.P. Kadle 673-3670
1Lt H.S. Stifflemire 445-4449	Mr R.D. Bullen 445-6524
2Lt R. Jacks, Jr. 657-4986	Vacant 657-2586
1Lt S.C. Cristofori 362-4850	Mr T.A. Renner 762-5006
Capt D.L. Mirro 968-4092	Mr D.E. Brunmeier 854-7315
1Lt D.E. Pierce 984-8354	Ms J.K. Moore 984-3791
2Lt T.S. Gault 743-4637	Mr D.D. Lusebrink 743-4026
1Lt K.A. Newell 440-6259	Ms L. A. Autrey 440-2620
2Lt B.L. Niesel 424-1300
Capt D.E. Johll 576-2665 Ext 208	Mr A.C. Giancola 576-5606
1Lt S.M. Cary 837-1994	Mr B.P. Cazier 837-2765



Key Comptroller Personnel



PACIFIC AIR FORCES

	FAX
Andersen AFB GU	366-6798
Eielson AFB AK	317-377-3038
Elmendorf AFB AK	317-552-2833
Hickam AFB HI	449-2934
Kadena AB JA	634-3046
Kunsan AB KS	782-5761
Misawa AB JA	226-2012
Osan AB KS	784-6421
Yokota AB JA	225-6468

Financial Management/ Comptroller

Maj M. Wilson	366-7200
Maj C. Rhodes	317-377-4233
LTC R. McCleskey	317-552-2375
LTC (S) S. Wardley-Niemi	449-1892
LTC O. Mullins	634-3111
Maj R. Palmer	782-4401
Maj T. Lies	226-3291
LTC L. Moore	784-4364
LTC R. Smith	225-8104

Financial Analysis

Capt J. Andin	366-6795
Capt D. Christy	317-377-2359
Capt J. Manley	317-552-3922
Capt T. Matsuo	449-5622
Capt T. Edwards	634-1926
Capt J. Passaro	782-4467
Capt G. Govan	226-3408
Capt C. Giachetti	784-2904
Capt K. Barney	225-7914



UNITED STATES AIR FORCES IN EUROPE

	FAX
Aviano AB IT	632-7561
Incirlik AB TU	676-3648
Izmir AS TU	675-3311
Lakenheath RAF UK	226-3967
Mildenhall RAF UK	238-2333
Ramstein AB GE	480-9980
Spangdahlem AB GE	452-7079

Maj V. Al. Grogean	632-7319
LTC (S) K.P. Grosselin, Jr.	676-6607
Capt R. Haley	675-3601
LTC P.G. Hough	226-4709
LTC P.M. Coley	238-2387
LTC E.R. Newcome	480-2336
LTC (S) J.C. Singsaas	452-6127

Capt T. Gondeck	632-7572
Capt R.M. Block	676-6105
Mr T.J. Ackerboom	675-3601
1Lt D. Burrell	226-3158
1Lt D.R. Sheesley	238-3125
Capt L. Shumate	480-5723
Capt T. Dunster	452-6531



AIR FORCE RESERVE COMMAND

NAS Ft Worth JRB Carswell Fld TX
Dobbins ARB GA
Gen Mitchell IAP ARS WI
Homestead ARS FL
Pittsburgh IAP ARS PA
Grissom ARB IN
March ARB CA
Minn-St Paul IAP ARS MN
NAS JRB New Orleans LA
Niagara Falls IAP ARS NY
Portland IAP OR
Selfridge ANGB MI
Westover ARB MA
Willow Grove ARS PA
Youngstown-Warren ARS OH

W. Lebo	739-7716
A. Allison	925-4588
D. Lafferty	950-5390
L. R. Dabe	791-7017
W. Hobbs	277-8510
M. Ayers	928-2472
R. Perry	947-5239
M. Burgess	825-5310
M. Javins	678-3648
P. Courmyea	238-2298
T. Height	638-4700
P. Lavis	273-4161
Vacant	589-3455
M. Regan	991-1166
D. Gingerich	346-1216

M. Roat	739-7716
P. Swilley	925-3514
D. Hink	950-5347
C. Sable	791-7409
R. Cherpak	277-8523
J. Laundenslager	928-8454
N. Castillo	947-5239
P. Boettner	783-1401
K. Risberg	678-3648
R. Battaglia	238-2593
VACANT	638-4700
B. LaForge	273-4161
C.J. Hayward	589-3103
M. Weaver	991-1545
L. Cook	346-1103

By Major Commands & Bases

Financial Services

Plans

AF Audit Agency Rep

PACIFIC AIR FORCES

1Lt M. Rooney 366-4932
 2Lt C. Tapp 317-377-3274
 Capt P. Hickey 317-552-7364
 1Lt J. Bielecki 449-6093
 Capt R. Hernandez 634-1996
 1Lt J. Gardner 782-5414
 Capt T. Tanaka 226-3439
 Capt P. Templin 784-6424
 1Lt N. Harding 225-6319

N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A

Mr W.J. Whitehead 634-1897
 Mr S.L. Nebeker 317-552-4082
 Mr S.L. Nebeker 317-552-4082
 Mr A.K. Chapman 449-9991
 Mr W.J. Whitehead 634-1897
 Mr G.M. McNevin 784-4270
 Mr B.H. Bostick 225-8575
 Mr G.M. McNevin 784-4270
 Mr B.H. Bostick 225-8575

AIR FORCES IN EUROPE

1Lt W.S. Anderson 623-7458
 CMS E.J. Griffis 676-3122
 SMSgt E.O. Green 675-3600
 Capt D.T. Clocksin 226-2450
 2Lt C. Knapp 238-5571
 Capt R. DellaSala 480-2141
 Capt B.B. Blansett 452-6257

N/A
 N/A
 N/A
 N/A
 N/A
 * Maj A.V. Levy 480-9210
 N/A

Ms D.D. Jeffries 489-7513
 Ms D.D. Jeffries 489-7513
 Mr D.D. Jeffries 489-7513
 Mr G. K. Coyner 226-7015
 Mr G.K. Coyner 226-7015
 Ms D.D. Jeffries 489-7513
 Mr B.L. Wrede 453-7313

* Regional Acctg & Finance Officer

AIR FORCE RESERVE COMMAND

S. Goetz 739-7448
 P. Meredith 925-5255
 P. Danes 950-5350
 D. Stoddard 791-7870
 C. Withrow 277-8552
 J. Behny 928-3688
 B. Trammell 947-5260
 F. Vogele 825-5313
 R. Gaspard 678-3309
 R. Kozlowski 238-2293
 D. Warren 638-4705
 M. Vanlerberghe 273-5066
 J. Perry 589-3460
 C. Schneider 991-1178
 E. Talerico 346-1205

N/A
 Ms P. Erwin 925-5231
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A

Mr G.H. Cole 461-5551
 Mr R. J. Misamore 468-2806
 Mr A.C. Giancola 576-5606
 Mr D. E. Brunmeier 854-7315
 Mr R.D. Bullen 445-6524
 Mr A.C. Giancola 576-5606
 Mr L.M. Highsmith 527-2030
 Mr L.E. Kobes 453-2841
 Mr E.H. Jackson 597-4420
 Ms L. Autrey 440-2620
 Ms J.K. Moore 984-3791
 Mr J.D. Ullom 785-6214
 Mr D.E. Brunmeier 854-7315
 Mr R.D. Bullen 445-6524
 Mr J.D. Ullom 785-6216



Key Comptroller Personnel

By Major Commands & Bases

AIR NATIONAL GUARD

Location	Financial Management/ Comptroller	DSN	Location	Financial Management/ Comptroller	DSN
Agana GM	Maj J. Montague	315-366-2196	Memphis TN	LTC S.E. Crain, Jr.	966-8205
Alpena MI	Maj M. Hulsey	741-3455	Meridian MS	LTC D.E. Jones	778-9205
Anchorage AK	LTC J.K. Reker	317-626-1345	Middletown PA	Maj K. Connelly	430-9387
Andrews AFB DC	LTC J.A. Ramsey	858-0693	Milwaukee WI	Maj D. Schultz	580-8116
Andrews AFB MD	Maj Santiago-Madera	278-8036	Moffett Field CA	LTC C. Briones	359-9124
Atlantic City NJ	Maj J.E. Murphy	455-6080	Montgomery AL	LTC J. Curtis	358-9266
Baltimore MD	Capt A.W. Murphy, Jr.	243-6220	Mpls-St Paul MN	LTC J.L. Morris	783-2555
Bangor ME	LTC J. Foster	698-7239	McConnell AFB KS	LTC D. Jackson, Jr.	743-7657
Battlecreek MI	Capt D.L. Kowalski	580-3222	McEntire ANGB SC	LTC P. O'Leary	583-8220
Birmingham AL	Maj O.J. Copenhaver	778-2331	McGuire AFB NJ	LTC K. McCormick	440-4125
Boise ID	Maj P. Morello	422-5550	Nashville TN	LTC B.B. McCoy	778-6551
Bradley ANGB CT	LTC P. Nicholson	636-8348	New Castle DE	Maj K. Eastburn	445-7462
Buckley ANGB CO	LTC M.P. Rowan	877-9684	New Orleans LA	LTC R. Iverson	457-8351
Burlington VT	LTC D. Bombard	220-5990	Niagara Falls NY	LTC K.N. Szczepanski	238-2439
Camp Murray WA	2Lt A. Maziar	323-8234	Oklahoma City OK	LTC J.H. Grassmann, Jr.	940-5223
Channel Islands CA	Maj M. Protack	893-7522	Otis ANGB MA	LTC M.A. Rigazio	557-4230
Charleston WV	Maj D.T. Buckalew	366-6149	Pease AFB NH	LTC W.K. Windsor	852-3369
Charlotte NC	LTC R.M. Stonestreet	583-9124	Peoria IL	Capt B. Herz	724-4241
Cheyenne WY	Maj R. Meyer	943-6305	Phoenix AZ	LTC Gregg Davies	853-9202
Chicago IL	Maj M. Schroder	930-5663	Pittsburgh PA	Capt G. Mangis	277-7605
Dallas TX	LTC L.C. McDonald	874-3242	Portland OR	LTC S. Justice	638-4972/4001
Des Moines IA	Maj J.G. Cade	939-8450	Quonset Point RI	LTC J.D. O'Grady	476-3261
Dobbins AFB GA	LTC J.R. Patterson	468-0342	Reno NV	Maj K. Patterson	830-4683
Duluth MN	Maj R. Overby	825-7215	Richmond VA	LTC L.M. Fuccella	864-6382
Eielson AFB AK	Maj M. Williams	317-377-3425	Rickenbacker ANGB OH	LTC M.E. Harold	950-3210
Ellington ANGB TX	LTC K.E. Sinkavich	954-2239	Salt Lake City UT	LTC D. Thomas	924-9123
Fairchild AFB WA	LTC J. Baltzell	657-7011	San Juan PR	2Lt V. DeJesus	860-9269
Fargo ND	LTC T. Thilmony	362-8310	Savannah GA	Maj R. Poppell	860-8281
Forbes Fld KS	Maj S. Rexer	720-4719	Savannah GA	Maj D. Henry	860-3312
Fort Smith AR	LTC B.V. Click	962-8277	Schenectady NY	Maj Ford	974-9470
Fresno CA	LTC J.E. Frank	949-9269	Selfridge ANGB MI	Capt W. Johnston	273-5471
Ft Wayne IN	LTC W.R. Heckman	786-1261	Sioux City IA	LTC S. Cook	939-7726
Great Falls MT	LTC B.A. Livingston	279-2250	Sioux Falls SD	LTC J. Majeres	939-7726
Gulfport MS	LTC J.B. Castleberry	363-8209	Springfield IL	Maj W.D. Corbetto	892-8223
Hickam AFB HI	LTC A.K. Shinsato	315-449-5925	Springfield OH	Maj F.L. Stahl	346-2281
Jackson MS	Maj M. Davis	731-9393	St Joseph MO	Capt C.R. Ball	956-3269
Jacksonville FL	Capt R.A. Burkett	641-7490	St Louis MO	Maj P. Brassel	693-6354
Kelly AFB TX	Capt C. Monroe	969-3226	Stewart ANGB NY	Maj C. Brocklehurst	636-2840
Kingsley Fld OR	LTC W. Eaton	830-6329	Suffolk County NY	Maj A.M. Woolly	456-7503
Kirtland AFB NM	Maj E. Delgado	246-6221	Syracuse NY	LTC R.F. Blansett	489-9492
Knoxville TN	LTC G.M. Wade	266-4232	Terre Haute IN	Capt B. Baugh	724-1206
Lincoln NE	Capt A. Simpson	946-1102	Toledo OH	Capt A.C. Whitehead	580-4041
Little Rock AFB AR	Maj S.L. Owens	731-3133	Tucson AZ	Maj M. Lueken	924-6177
Louisville KY	Capt D. Kendall	989-4409	Tulsa OK	Capt J. Woods	956-5260
Madison WI	LTC R. Wagner	724-8292	Volk Field WI	LTC T.A. Reis	946-3231
Mansfield OH	LTC T. Koehler	696-6121	Westfield MA	LTC R.J. Whittaker	636-9241
March AFB CA	Maj R.C. Pastorski	947-3857	Willow Grove PA	Maj T. Doyle	991-1353
Martinsburg WV	LTC D.L. Shewbridge	242-9245			

Unified Commands

USTRANSCOM

Director of Program Analysis
& Financial Management

General Walter Kross, USAF

DSN 576-3205

Captain Robert L. Rachor, Jr., USN

DSN 576-5099

USSTRATCOM

Comptroller

General Eugene E. Habiger, USAF

DSN 271-4111

Colonel (S) Alvin L. Hicks, USAF

DSN 271-4227

USACOM

Director, Planning, Programming
& Assessment

*Admiral Harold W. Gehman, Jr., USN

DSN 565-3200

Captain G.M. Jack, USN

DSN 836-7526

Comptroller

Ms Gloria Bownas

DSN 836-6639

USSOUTHCOM

Comptroller

*General Charles E. Wilhelm, USMC

011-507-282-3406

Mr John S. Samson

011-507-282-3500

USPACOM

Comptroller

Admiral Joseph W. Prueher, USN

808-477-7805

Captain Jay B. Koehler, SC, USN

808-477-6680

USSPACECOM

Comptroller

General Howell M. Estes, III, USAF

DSN 692-3001

Colonel C.A. Deese, USAF

DSN 692-3791

USCENTCOM

Comptroller

General A.C. Zinni, USMC

DSN 968-6201

Colonel Michael D. Holdcraft, USAF

DSN 968-6427

USSOCOM

Comptroller

General Henry H. Shelton, USA

DSN 968-5103

Colonel Sandra L.B. Frederick, USAF

DSN 968-3921

USEUCOM

Comptroller

General Wesley K. Clark, USA

DSN 423-4113

Colonel R.G. Carson, USA

DSN 314-430-5119

*Has been nominated by the President; confirmation pending

NAFFA Listing

HQ ACC

HQ ACC/FMFN, Langley AFB VA 23665-2792
 HQ ACC/FMFN, Langley AFB VA 23665-2792
 2 BW/FMN, Barksdale AFB LA 71110-2074
 9 CPTS/FMA, Beale AFB CA 95803-1532
 27 CPTS/FMN, Cannon AFB NM 88103-5324
 355 WG/FMA, Davis-Monthan AFB AZ 85707-3014
 7 CPTS/FMA, Dyess AFB TX 79607-2010
 28 BW/FMA, Ellsworth AFB SD 57706-4859
 49 FW/FMN, Holloman AFB NM 88330-8277
 24 CPTS/FMN, Howard AFB PN APO AA 34001-0545
 65 CPTF/FMA, Lajes AZ APO AE 09720-7710
 1 CPTS/FMA, Langley AFB VA 23665-2099
 5 CPTS/FMA, Minot AFB ND 58705-5047
 347 CPTS/FMN, Moody AFB GA 31699-1596
 366 CPTS/CC, Mt Home ID 83648-5260
 99 CPTS/FMN, Nellis AFB NV 89191-5000
 55 WG/FMA, Offutt AFB NE 68113-4036
 4 FW/FMW, Seymour-Johnson AFB NC 27531-2465
 20 CPTS/FMPN, Shaw AFB SC 29152-5008
 509 CPTS/FMA, Whiteman AFB MO 65305-5061

LTC Larry Walker 574-2835
 Maj Wally Erck, Jr 574-2835
 Mr Tom Robertson 781-3641
 Mr Roy Lawson 368-2223
 Ms Sandra Williams 681-2376
 Ms Alicia Solorio 361-4365
 Mr Richard Avila 461-3290
 Ms Gale Thompson 675-1479
 Mr Todd Sherman 867-5108
 Mr Jose Tam 284-5509
 Ms Marge Rectenbaugh 535-5191
 Mr Joel Cohen 574-4067
 Mr William Knight 453-3077
 Mr Trippe Shell 460 3352
 Mr Tim Pesicka 728 2161
 Ms Paula Reber 682 4101
 Ms Marilyn Ogorzaly 271-2391
 Ms Sarah Grant 488 6426
 Ms Sadie Razor 965 3331
 Ms Les Dorris 975-5455

HQ AETC

HQ AETC/FMAS, Randolph AFB TX 78150-4751
 97 CPTF/FMA, Altus AFB OK 73523-5041
 14 CPTF/FMA, Columbus AFB MS 39701-1101
 17 CPTF/FMA, Goodfellow AFB TX 76908-4418
 81 CPTS/FMA, Keesler AFB MS 39534-2534
 81 CPTS/FMA, Keesler AFB MS 39534-2534
 37 CPTS/FM, Lackland AFB TX 78236-5763
 37 CPTS/FM, Lackland AFB TX 78236-5763
 47 CPTF/FMN, Laughlin AFB TX 78843-5241
 314 AW/FM, Little Rock AFB AR 72099-5200
 56 CPTS/FMA/CC, Luke AFB AZ 85309-1512
 42 CPTS/FMA, Maxwell AFB AL 36112 6335
 12 CPTS/FMA, Randolph AFB TX 78150-4442
 64 CPTF/FMA, Reese AFB TX 79489-5028
 82 CPTS/FMA, Sheppard AFB TX 76311-2933
 325 CPTS/CC, Tyndall AFB FL 32403-5535
 71 CPTF/FMA-1, Vance AFB OK 73705-5008

Mr George Switzer 487-3115
 Ms Paula Tharp 866-7274
 Mr Mike Folkes 742-2531
 Mr George Gamache 477-5151
 Mr Dennis Villers 597-7078
 Ms Kay Albritton 597-7078
 Mr Pablo Vidal 473-2595
 Mr Ibrar Shah 473-2595
 Ms Brenda Sagan 732-5019
 Ms Deborah Johnson 731-6089
 Mr Ed Mirasol 896-7399
 Mr Bill Harbin 493 4060
 Ms Sonia Jones 487-5642
 Mr Don Shirley 838-3074
 Mr John Stringfellow 736-6830
 Mr Ivon Smith 523 8251
 Mr Robert Sanchez 940-7189

HQ AFMC

HQ AFMC/FMOC, Wright-Patterson OH 45433-5006
 AEDC/FMC, Arnold AFB TN 37389-3305
 HSC/FMA, Brooks AFB TX 78235-5342
 AFFTC/FMN, Edwards AFB CA 93524-1033
 AFFTC/FMN, Edwards AFB CA 93524-1033
 AFDTC/FMH/SVFR, Eglin AFB FL 62542-6861
 ESC/FME, Hanscom AFB MA 01731-2131
 OO-ALC/FMBAC, Hill AFB UT 84056-5820

Ms Sandy Oswald 787-4861
 Ms Patricia Roland 340-4230
 Ms Rita Martinez 240-2501
 Mr Monty Montoya 527-3433
 Mr G. Swain 527-3433
 Mr Bob McGuire 872-3014
 Mr Phillip Cote 478-2305
 Mr Layne Glines 777-2333

NAFFA Listing

SA-ALC/FMXCC, Kelly AFB TX 78241-5635
 377 CPTS/FM, Kirtland AFB NM 87117-5559
 SMC/FMBR, Los Angeles AFB CA 90245-4687
 SM-ALC/FMFN, McClellan AFB CA 95652-1042
 WR-ALC/FMFA, Robins AFB GA 31098-1640
 OC-ALC/FMIBC, Tinker AFB OK 73145-3056
 OC-ALC/FMIBC, Tinker AFB OK 73145-3056
 88 ABW/FMC, Wright-Patterson AFB OH 45433-5066

HQ AFRC

AFRC/FMFQ, Robins AFB GA 31098-1635
 AFRC/FMFQ, Robins AFB GA 31098-1635

HQ AFSOC

HQ AFSOC/FMA, Hurlburt Fld FL 32544-5273
 16 CPTS/FMA Hurlburt Fld FL 32544-5269

HQ AFSPC

HQ AFSPC/FMFF, Peterson AFB CO 80914-4010
 50 SW/FMA, Falcon AFB CO 80912-3004
 90 CPTS/FMA, F E Warren AFB WY 82005-2670
 341 CPTS/FMA, Malmstrom AFB MT 59402-6857
 45 SW/FMAS, Patrick AFB FL 32925-3341
 21 SW/FMA, Peterson AFB CO 80914-1571
 30 CPTS/FM, Vandenberg AFB CA 93437-5260

HQ AMC

HQ AMC/FMPC, Scott AFB IL 62225-5311
 89 CPTS/NAFFA, Andrews AFB MD 20672-7002
 437 AW/FM/NAFFA, Charleston AFB SC 29404-4928
 436 AW/FMA, Dover AFB DE 19902-5519
 92 CPTS/FMA, Fairchild AFB WA 99011-5000
 319 CPTS/FMA, Grand Forks AFB ND 58205-6217
 62 CPTS/FMA, McChord AFB WA 98438-1109
 22 ARW/FMA, McConnell AFB KS 67221-3608
 6 CPTS/FMN, MacDill AFB FL 33621-5000
 305 CPTS/FM, McGuire AFB NJ 08641-5013
 23 CPTS/NAFFA, Pope AFB NC 28308-2370
 375 AW/FMA, Scott AFB IL 62225-5010
 60 CPTS/FMA, Travis AFB CA 94535-2462

HQ PACAF

HQ PACAF/FM, Hickam AFB HI 96853-5425
 36 CPTS/CC, Andersen AFB GQ APO AP 96542-4003
 343 CPTF/FM, Eielson AFB AK 99702-1893
 3 CPTS/CC, Elmendorf AFB AK 99506-2430
 15 CPTS/CC, Hickam AFB HI 96853-5499
 18 CPTS/FMN, Kadena AB JA APO AP 96368-5141
 8 CPTF/CC, Kunsan AB KO APO AP 96264-2090

Mr Don Montgomery 945-7223
 Ms Rosalina Garcia 246-7307
 Mr Chris Cronic 833-5188
 Mr David Howard 633-1600
 Mr Dalton Horton 468-2619
 Ms Susan Craig 336-2176
 Ms Sue Harrington 336-2176
 Mr Steve Clarke 787-2945

Ms Jo Sehorn 497-1418
 Mr Chuck Vaughn 497-1469

Ms Alice Carter 579-2815
 Ms Bobbie Shepherd 579-4031

Mr George Sisson 692-3466
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 Ms Leticia Capunitan 481-2225
 Ms Myrtle Van Every 632-4190
 Mr Richard Sylvain 854-4836
 Mr Richard Dubose 834-6175
 Ms Nancy Perry 276-9965

Mr Roger Kerher 576-8374
 Mr Leon Nguyen 858-5060
 Mr Ray Schultz 673-4906
 Mr Larry Kinniard 445-4473
 Mr Richard Meese 657-2240
 Ms Pamela Madsen 362-4883
 Mr Tony Wright 984-3851
 Ms Pamela Porsch 743-5879
 Mr Kenneth Smith 968-5502
 Mr Armando Scerrata 440-6298
 Ms Lori Tetla 486-2581
 Ms Donna Adams 576-2665
 Ms Rachel Gann 837-2167

Mr Jim Kennedy 449-0244
 Mr Dennis Patch 366-4225
 Mr Soledad Alcantara 377-3953
 Mr George Horton 552-9172
 Mr Tom Hurst 449-6690
 Mr Ed Morrison 634-0818
 Ms Rolla Hennington 782-4789

NAFFA Listing

HQ PACAF (Continued)...

432 CPTF/CC, Misawa AB JA APO AP 96319-5009
51 CPTF/CC, Osan AB KO APO AP 96278-2067
374 CPTS/CC, Yokota AB JA APO AP 96328-5078

Ms Leona "Lee" Brent 226-9240
Mr Dennis Patch 784-4364
Ms Velma Smith 225-6954

HQ USAFE

HQ USAFE/FMAMN, Ramstein AB GM APO AE 09094-0505
31 FW/FMA, Aviano AB IT APO AE 09601
31 FW/FMA, Aviano AB IT APO AE 09601
100 CPTS/FM, RAF Mildenhall UK APO AE 09459-0365
100 CPTS/FM, RAF Mildenhall UK APO AE 09459-0365
39 WG/FMN, Incirlik AB TU APO AE 09824-0155
425 ABS/FM, Izmir AB, TU APO AE 09321
48 CPTF/FMA, RAF Lakenheath UK APO AE 09464
86 CPTS/FMA, Ramstein AB GM APO AE 09094
52 FW/FMA, Spangdahlem AB GM APO AE 09126

Maj Matt Ralph 480-6348
Ms Marinella Fontanelli 632-7572
Mr Dante Vertudez 632-7572
Ms Sharon Pedersen 238-2149
Ms Anne Warner 238-4874
Ms Gaynell "Gail" Long 676-6680
Mr Teunis "TJ" Ackerboom 675-3690
Mr Ed Evans 226-5523
Ms Debi Stam 480-2134
Mr Peter Vogt 452-5981

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Mr Keith Oda 259 3229
Ms Jean Peters 259 3229

11 WG

11 WG/FM, Bolling AFB DC 20332-5100

Ms Sonya Henderson 297-4084

OPR: Mr George Crew, SAF/FMCEB, DSN 225-4730



Best Author July Issue

Cost Per Flying Hour Factors: A Background and Perspective of How
They Are Developed and What They Do

by Capt Pat A. Rose



Financial Management Career Program

PALACE Team Members

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Randolph AFB TX 78150-4530

Program Director

Mr Ronald F. Stuewe: MS, System Management (Cost Option), AFIT; BS, Aviation Management, Auburn University. Functional Background: Program Analysis; Cost Analysis; Program Management.



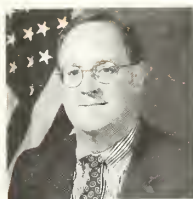
Executive Agent

Mr Vaughn E. Schlunz: MS, Business Management, Troy State University; BS, California State University. Functional Background: Audit; Public Accounting.

Secretary—Ms Jetta Rutherford

TPS Panel Support

Mr Roger Dold: MA, Webster University; BA, University of Denver, Economics. Functional Background: Accounting and Finance; Public Accounting.



Program Effectiveness Panel Support

Mr Chad A. Gillies: BA, Accounting, Southern Utah University; Certified Government Financial Manager. Functional Background: Audit; Accounting and Finance.

PAQ Administrator

Ms Karen R. Johnson: AA, Liberal Arts, Montgomery College. Functional Background: Program Analysis; Budget; Cost Analysis.



Training and Development Panel Support

Mr Brian Sprague: MBA, Syracuse University; BS, California State University, Sacramento. Functional Background: Budget; Program Management.

Referral System Support (GS-501-505-510-511)

Ms Dolores E. Edwards: BBA Business Administration, Southwest Texas State University. Functional Background: Audit; Accounting and Finance.



Referral System Support (GS-301-343-560-1515)

Mr Kermit Fritz: BBA, Accounting, Southwest Texas State University. Functional Background: Accounting & Finance; Budget.

Personnelist/PEP & Position Panel Support

Ms Barbara A. Hayman: MA, Business, Webster University; BA, Sociology, GWU. Civilian Personnel Background: Position Classification; Employee Development; Staffing; Program Evaluation; Career Program Administrator.



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PROMOTIONS



Mr Borovitsky



Mr Clark



Col Jones



Mr Raube



Col Wall



Col O'Connor

Colonel Murray J. Ball, Comptroller, AFDTC, Eglin AFB FL. (No Photo Available)

Mr Gary Borovitsky, GS-15, Deputy Assistant Auditor General (Operations), AFAA/DOO, Arlington VA.

Mr Don Cazel, GM-15, Deputy to Comptroller, OO-ALC, Hill AFB UT. (No Photo Available)

Mr James Chapman, GM-15, Deputy, FMP, SM-ALC, McClellan AFB CA. (No Photo Available)

Mr Dan L. Clark, GS-15, Associate Director, Procurement Division, Materiel and Systems Audit Directorate, AFAA/MSP, Wright-Patterson AFB OH.

Colonel Edward S. Jones, Director, Financial Management, HQ AFRC/FM, Robins AFB GA.

Colonel John E. O'Connor, Chief, Requirements and Budget Integration Division, OO-ALC/FMB, Hill AFB UT.

Mr Ernie Parada, GM-15, Deputy Systems Management Chief, B-2, OC-ALC, Oklahoma City OK. (No Photo Available)

Mr James D. Raube, GS-15, Chief, Policy, Oversight and Systems Division (AFAA/DOV), Arlington VA.

Mr James Salter, GS-15, Langley AFB VA. (No Photo Available)

Colonel Roy J. Smoker, Comptroller, SMC, Los Angeles CA. (No Photo Available)

Colonel Samuel A. Wall, Chief, Accounting and Finance Division, HQ USAFE/FMF, Ramstein AB GM.

Air Combat Command
Antal, Stephen, to MSgt; Whiteman AFB MO/FMA
Coulston, Anothly, to Capt; Holloman AFB NM/FMA
DeJesus, Christopher, to Capt; Offutt AFB NE/FMF

Long, John, to Maj; HQ ACC/FMAOS, Langley AFB VA
Maler, Robert, to SMSgt; Cannon AFB NM/FMA
McCee, Yuanthony, to Capt; Cannon AFB NM/FMF
McDonald, Carlton, to Capt;

Seung, Paik, to Capt;
Paik, Seung, to Capt; Beale AFB CA/FMF
Taitano, Mary J. to MSgt; Whiteman AFB MO/FMF
Taylor, Jimmy, to MSgt; Offutt AFB NE/FMF

Promotions (Continued. . .)

Air Education and Training Command

Graham, Lasheeco B., to Capt; 325 CPTF, Tyndall AFB FL
Peterson, Dean E., to MSgt; 12 CPTS, Randolph AFB TX

Air Force Audit Agency

Bergman, Lisa A., to GS-13; Wright-Pat AFB OH
Biggs, Brenda J., to GS-12; Dover AFB DE
Childress, Tanya R., to GS-12; Tinker AFB OK
Espinoza, Kellie M., to GS-12; Scott AFB IL
Faircloth, James W., to GS-12; Robins AFB GA
Franzmathes, Charles, to GS-12; Tinker AFB OK
Harris, David L., to GS-12; Wright-Pat AFB OH
Hogan, Julie A., to GS-13; Arlington VA
Koeller, Jeanne M., to GS-13; Scott AFB IL
Moyley, Douglas M., to GS-12; Patrick AFB FL
Roth, Leslie G., to GS-13; Wright-Pat AFB OH
Ritzel, Joseph A., to GS-13; Wright-Pat AFB OH
Russell, Rhonda, to GS-12; Tinker AFB OK
Tulp, John P., to GS-12; Tinker AFB OK
Wilson, Lloyd E., to GS-12; Davis-Monthan AFB AZ

Air Force Materiel Command

Ayres, John C., to Capt; WR-ALC
Bond, Eugene L., to LTC; SMC
Carpenter, Carol, to GS-13; HQ AFMC
Criner, Karen, to GS-12; HQ AFMC
Cronce, Christopher, to Capt; SMC
Dewing, Ted A., to Capt; OO-ALC
Ellison, Robert J., Jr., to Capt; SMC
Garza, Pedro G., to GS-13; SA-ALC
Harbort, Scott T., to Capt; SMC
Hartman, Joshua T., to Capt; SMC
Healy, Susan L., to Capt; SMC
Jablonski, John J., to Capt; SMC
Johnson, Bruce, to Maj; HQ AFMC
Kilgore, Rose Marie, to GS-12; SMC
Latzen, Sharon, to GS-12; HQ AFMC

Lubeley, Sandra K., to GS-13; SA-ALC
Ludwig, David E., to GS-13; SA-ALC
Lyons, Claudia N., to GS-12; OC-ALC
McCauley, Michael, to MSgt; SSG
Melton, Brian S., to Maj; SMC
O'Rourke, Thomas P., to Capt; ASC
Pearson, Andre C., to Capt; SMC
Pickler, Kenneth D., to LTC; PL
Pinkard, Paulette, to GS-14; PL
Podzimek, Eva B., to GS-13; SMC
Simonelli, Michael J., to Capt; SA-ALC
Slasor, Crystal, to GS-12; HQ AFMC
Szkula, Stanley, to GS-12; HQ AFMC
Toris, Randolph B., to Capt; SMC
Tran, Ha T., to GS-12; SMC
Van Cleave, Joanne, to GS-12; OO-ALC
Woods, Roslyn M., to GS-12; SMC
Yeager, Louis B., to Capt; SMC

Air National Guard

Blocklehurst, Cheryl L., to Maj; 105 AW/FM, Stewart ANGB NY
Dornan (McCarthy), Karen L., to MSgt; ANG/FMFC, Andrews AFB MD
Finfgeld, Sandra K., to CMS; 179AW, Mansfield OH
Lane, Jimmy D., to MSgt; ANG/FMA, Andrews AFB MD
Saenz, Benjamin F., to Maj & GS-12; 173 FW, Kingsley Fld OR
Stauffer, Brenda L., to MSgt; Det 1, HQWANG

Air Force Reserve Command

Bascom, Grant, to GS-12; 919 SOW, Eglin AFB, Aux Fld 3, FL
Hunsader, Mark R., to Maj; 440AW/FM, LGern Mitchell IAP
ARS WI
Tomlin, Patricia A., to GS-12; HQ AFRC/FMXX

Air Force Space Command

Bullock, George N., III, to Capt; HQ AFSPC/FMAM, Peterson AFB CO

Air Intelligence Agency

Carroll, David, to Capt; HQ AIA/FMC

Duffy, Eugene, to GS-11; HQ AIA/FMC
Lee, Robert, to MSgt; 26 IG/FMA

Pacific Air Forces

Berthiaume, Kent B., to MSgt; Elmendorf AFB AK
Carson, Ronnie D., to MSgt; Kadena AB JA
Christy, Deron A., to Capt; Eielson AFB AK
Connor, Murray G., to MSgt; Eielson AFB AK
Matsuo, Trevor K., to Capt; Hickam AFB HI
Palting, Robert, to MSgt; Yokota AB JA
Shattuck, Tracy L., to Capt; Yokota AB JA
Swanson, Darren K., to MSgt; Kunsan AB KO
Tanaka, Taison, to Capt; Misawa AB JA

United States Air Forces in Europe

Antonic, Douglas, to MSgt; 39 CPTF/FMA
Carter, Chip, to MSgt; HQ USAFE/FMEA
Jesson, Michael R., to Capt; 470 ABF/FM
Johnson, John A., to CMSgt; 26 AFS/CCE
Meil, Marcee, to CMSgt; 100 CPTS/FMF
Shumate, Louise, to Capt; 86 CPTS/FMA

11WG

Miller, William V. Jr., to Maj; 11WG/FM
Smith, James, to LTC; 11WG/FM

SAF/FM

Barbour, Edward L., to Maj; SAF/FMBMA-S
Bass, Lorenzo C., to TSgt; SAF/FMBMA-S
Benjamin, Michael, to LTC; SAF/FMCC
Daniel, Asbury, to Maj; AFCAA/FMS
Henderson, Garland, to Maj; AFCAA/FMS
O'Hara, Thomas, to Maj; SAF/FMCC
Pepper, Ranae, to GS-14; AFCAA/FMM
Plummer, Eric, to GS-12; AFCAA/FMS
Wilson, Johnny, to Maj; SAF/FMBI



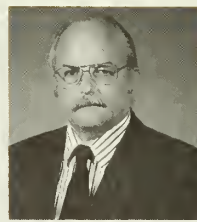
RETIREMENTS



Col Finnegan



Mr Hansen



Mr Kelty



Mr Simmons



Mr Wagner

Colonel James Finnegan was the Comptroller, Phillips Lab, Kirtland AFB NM (25 years of service).

Mr David L. Hansen, GS-15, was the Chief, Cost Division, SMC, Los Angeles AFB CA.

Mr Peter G. Kelty, GM-15, was the Representative for Special Programs (AFAA/FDZ), Air Force Audit Agency, Pentagon, Washington D.C. (32 years of service).

Mr Joe Simmons, GM-15, was the Chief, Program Analysis Office, OC-ALC/FMP, Tinker AFB OK (34 years service).

Colonel Warren A. Muller was a Reservist at HQ AETC/FM, Randolph AFB TX (No Photo Available).

Mr Joseph T. Wagner, GM-15, was the Deputy to the Commander, Air Force Cost Analysis Agency (AFCAA/CD), Arlington VA (33 years of service).

Air Combat Command

Jones, Gregory, MSgt; Keflavik NAS/FMA
Terrell, Mitchell, SMSgt; Shaw AFB/FMF

Air Education & Training Command

Allen, Betty, GS-9; 64 DPTF/FMA
DaSilva, Edward A., CMSgt; 81CPTS, Keesler AFB MS
Lail, Sandra W., SMSgt; 325 CPTF, Tyndall AFB FL
Shaw, Virginia, GS-9; 64 CPTF/FMA,

Air Force Audit Agency

Josiah, Carlton, GS-12; Kadena AB JA
Kyle, Leslie J., GS-13; March ARB CA
Ramo, Anthony, Jr., GS-13; Sheppard AFB TX

Air Force Materiel Command

Ayala, Agnes, GS-12; PL
Barnes, Carl L., GS-12; WR-ALC
Calhoun, Pamela, Maj; SM-ALC
Grissom, Joan, GS-12; OO-ALC
Heath, William J., LTC; PL
Isbell, Kenneth, LTC; ASC
Komyati, Edward J., GS-12; SSG
Patenaude, Dorothy GS-12; PL (Hanscom AFB MA)
Redding, Phillip, Maj; SSG
Reid, Nathaniel, GS-12; WR-ALC
Shlager, Norman, GS-14; PL (Hanscom AFB MA)
Tolbert, Harold, Jr., GS-12; WR-ALC
Walker, Annie R., GS-12; WR-ALC
Wilson, Elaine, GS-12; PL (Hanscom AFB MA)

Air Force Reserve Command

Rekus, Alan, GS-12; 928 AW, O'Hare IAP ARS IL

Zeller, Shirley, GS-12; 939 RQW, Portland IAP ANGB OR

Air Force Space Command

Jones, Kevin C., LTC; HQ AFSPC/FMAM, Peterson AFB CO
Paradeis, Debra K., SMSgt; HQ AFSPC/FMAOW, Peterson AFB CO

Air Intelligence Agency

Crothers, Thomas, GS-14; HQ AIA/FMC

Air National Guard

Haas, Larry L., SMS; 142FW, Portland OR
Lambert, Kerrick B., LTC; Det 1 WANG
Marzette, Benjamin J., LTC; ANG/FMA
McMurry, DeAnna, Maj; ANG/

Congratulations to Major Selects



*Andrasz, Steven N.
Barber, Ellen T.
Baugh, Terence P.
Blair, Robert J., II
Brennan, Hugh P.
*Brown, Mark A.
Brown, Samuel, Jr.
Caicedo, Gregory B.
Copeland, Glen F., Jr.
Dellasala, Robert
*Ducharme, John A., Jr.
*Giletti, Gregory P.
Greenwald, Bruce D.
Gurner, Robert B.
Hammond, Amy A.
Helming, Jay B.
*Johnston, Nicholas G.
Jones, Robin G.

Kuhn, Kyle W.
Lohn, Clayton
Lowry, Thomas J.
Lunn, Michael R.
Martin, Robbie D.
Mazzarella, Gregory P.
*McClendon, Vicky L.
*McVicker, Carl G.
Miller, Vincent B.
Mora, Esequiel J., Jr.
Nanfito, Gary J.
Nicholas, Cheryl V.
Passaro, James R.
Perkins, Gerald M.
Pletcher, John
Poppert, Patrick E.
Rechner, Daphne E.
Reitzel, James R.

Rice, Harvey B.
Rose, Pat A., Jr.
Smart, Timothy W.
Smith, Andrew J.
Smith, Terry V.
Soares, John
Speight, Joel S.
Stockton, Patrick D., II
Swanier, Aaron L.
Tyree, Roger T.
Watson, Danny J.
Wilson, Brian D.

*ISS Candidates



RETIREMENTS (Continued...)

FMA
Williamson, Catherine, TSgt; 104
FW, Westfield MA

Pacific Air Forces

Yi, Su Hyong, 51 CPTS/FMF, Osan
AB KO

United States Air Forces in Europe

Cross, Chris, 86 CPTS/FMFP
Johnson, Veronica, 32 AFS/CCQ
Karimi, Roj, Maj; 100 CPTS/FMF

11 WG

Barlett, Daniel E., SSgt; 11WG/
FMFA-P
Proctor, David W., TSgt; 11WG/

FMAS
Taylor, David L., SMSgt; 11WG/
FMX
Turner, Joan Y., TSgt; 11WG/
FMFA-P

DFAS-DE

Ayers, Michael, GS-14; DFAS-LI
Christie, Gary, GS-12; DFAS-SA
Halladay, Lee, GS-12; DFAS-DE/IX
Insalaco, Gertrude, GS-12; DFAS-
DE/C
Medina, Roberto, TSgt; DFAS-LI
Slatten, John, GS-12; DFAS-DE/IX
Staab, Thomas, GS-13; DFAS-DE/
C
Terhune, Robert, GS-12; DFAS-DE/
CI
Vukotich, Michael, GS-12; DFAS-

DE/WV
Williams, Wanda, GS-12; DFAS-
DE/WA
Wotherspoon, Charles, MSgt;
DFAS-SB
Zolman, Mary Ann, GS-12; DFAS-
DE/F

SAF/FM

Ahye, Catherine, Maj; AFCAA/
FMP
Jinwright, Diane, LTC; AFCAAS/
FMA
Markel, Donald, Maj; AFCAA/
FMC
Robertson, Melvin, Maj; AFCAA/
FMA



Assistant Secretary of the Air Force Financial Management and Comptroller

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